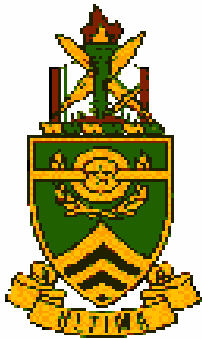


**UNITED STATES SERGEANTS MAJOR ACADEMY (USASMA)
SERGEANTS MAJOR COURSE (SMC)
STUDENT GUIDE**



WARRIOR ETHOS

SOLDIER'S CREED

I AM AN AMERICAN SOLDIER

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

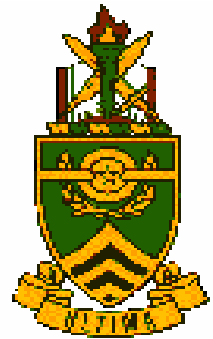
I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I AM AN AMERICAN SOLDIER.



US ARMY SERGEANTS MAJOR ACADEMY (USASMA)
SERGEANTS MAJOR COURSE (SMC)
STUDENT GUIDE
Fort Bliss, Tx 79918-8002

TABLE OF CONTENTS

| <i>SUBJECT</i> | <i>PARAGRAPH</i> | <i>PAGE</i> |
|-----------------------|-------------------------|--------------------|
|-----------------------|-------------------------|--------------------|

Introduction

| | | |
|---------------------|--|--------|
| Foreword..... | | Page 5 |
| Welcome Letter..... | | Page 6 |
| USASMA History..... | | Page 7 |
| Honor Code..... | | Page 9 |

Chapter 1 – Pre-Arrival Requirements

| | | |
|--|------|---------|
| Purpose..... | 1-1 | Page 11 |
| Required Documentation..... | 1-2 | Page 11 |
| Education..... | 1-3 | Page 11 |
| Health Risk Assessment..... | 1-4 | Page 11 |
| Service Obligation..... | 1-5 | Page 12 |
| Accrued Leave..... | 1-6 | Page 13 |
| Lateral Appointment..... | 1-7 | Page 13 |
| Permanent Change of Station..... | 1-8 | Page 13 |
| Security Clearance..... | 1-9 | Page 14 |
| Sponsorship Program..... | 1-10 | Page 14 |
| Uniforms..... | 1-11 | Page 15 |
| Household Goods..... | 1-12 | Page 15 |
| Quarters..... | 1-13 | Page 16 |
| Basic Allowance for Housing..... | 1-14 | Page 16 |
| Special Duty Assignment Pay (SDAP) Program..... | 1-15 | Page 16 |
| Government Credit Card..... | 1-16 | Page 16 |
| Local Schools Information..... | 1-17 | Page 16 |
| Exceptional Family Member Program Screening..... | 1-18 | Page 17 |
| DEERS..... | 1-19 | Page 17 |

Chapter 2 – Inprocessing

| | | |
|---|-----|---------|
| Purpose..... | 2-1 | Page 18 |
| Reporting..... | 2-2 | Page 18 |
| Inprocessing..... | 2-3 | Page 19 |
| Finance..... | 2-4 | Page 19 |
| Physical Training and Weight Control..... | 2-5 | Page 21 |
| Physical Requirements/Profiles..... | 2-6 | Page 22 |
| Vehicle Registration..... | 2-7 | Page 22 |
| Weapons..... | 2-8 | Page 22 |
| Bicycles..... | 2-9 | Page 22 |

TABLE OF CONTENTS

| <i>SUBJECT</i> | <i>PARAGRAPH</i> | <i>PAGE</i> |
|---------------------------------|-------------------------|--------------------|
| Pets..... | 2-10..... | Page 22 |
| Family Care Plan..... | 2-11..... | Page 23 |
| Estimated Cost Information..... | 2-12..... | Page 23 |
| Vehicle Parking..... | 2-14..... | Page 23 |

Chapter 3 – Course Summary

| | | |
|---|----------|---------|
| Purpose..... | 3-1..... | Page 24 |
| Course Length..... | 3-2..... | Page 24 |
| Course Objectives..... | 3-3..... | Page 24 |
| Course Composition..... | 3-4..... | Page 24 |
| Major Phase Descriptions..... | 3-5..... | Page 24 |
| Advance Sheets..... | 3-6..... | Page 25 |
| Student Evaluation Plan..... | 3-7..... | Page 25 |
| Extension Studies/Special Projects..... | 3-8..... | Page 28 |
| Early Graduation..... | 3-9..... | Page 29 |

Chapter 4 – General Administration

| | | |
|------------------------------------|-----------|---------|
| Purpose..... | 4-1..... | Page 30 |
| Commandant's Open Door Policy..... | 4-2..... | Page 30 |
| Uniform Policy/Dress Attire..... | 4-3..... | Page 30 |
| Absenteeism..... | 4-4..... | Page 31 |
| Pass and Leave Policy..... | 4-5..... | Page 31 |
| Travel to Mexico..... | 4-6..... | Page 31 |
| Medical Procedures..... | 4-7..... | Page 32 |
| Building Evacuation..... | 4-8..... | Page 32 |
| Tobacco Products..... | 4-9..... | Page 32 |
| Laundry..... | 4-10..... | Page 32 |
| Barber Shop..... | 4-11..... | Page 32 |

Chapter 5 – Student Administration

| | | |
|--|----------|---------|
| Purpose..... | 5-1..... | Page 33 |
| Standards of Conduct..... | 5-2..... | Page 33 |
| Student Assignment..... | 5-3..... | Page 33 |
| Chain of Command..... | 5-4..... | Page 33 |
| Leadership Positions..... | 5-5..... | Page 33 |
| Selection to Leadership Positions..... | 5-6..... | Page 34 |
| Student Instructor/Relationship..... | 5-7..... | Page 34 |

Chapter 6 – Releases & Out-processing

| | | |
|---------------------|----------|---------|
| Purpose..... | 6-1..... | Page 35 |
| Out-processing..... | 6-2..... | Page 35 |

TABLE OF CONTENTS

| <i>SUBJECT</i> | <i>PARAGRAPH</i> | <i>PAGE</i> |
|---------------------------|-------------------------|--------------------|
| Releases..... | 6-3..... | Page 35 |
| Dismissal Procedures..... | 6-4..... | Page 35 |
| Student Appeals..... | 6-5..... | Page 35 |

Annexes

| | | |
|---|---|----------|
| A | Student Evaluation Forms..... | Page A-1 |
| B | Request for Leave/Safety Pledge..... | Page B-1 |
| C | International Student Supplement..... | Page C-1 |
| D | Pre-arrival Checklist..... | Page D-1 |
| E | The Creed of the Noncommissioned Officer..... | Page E-1 |
| F | The Army Song..... | Page F-1 |

FOREWORD

This student guide will assist you while preparing for and attending the resident Sergeants Major Course (SMC) at the US Sergeants Major Academy (USASMA), Fort Bliss, Texas. The policies and procedures articulated in this guide are strictly enforced. These policies and procedures are based on Army, TRADOC, and Fort Bliss policies and regulations.

Each student must read and comply with the contents of this guide. Students are subject to the policies of this Academy as published by the Commandant. Failure to read and comply with the contents may result in adverse counseling and consideration for dismissal. Additionally, it may constitute grounds for a motivational or disciplinary release.

***THIS GUIDE IS SUBJECT TO CHANGE BASED ON UPDATED
DOCTRINE OR MISSION REQUIREMENTS***

NOTE: Gender Disclosure--Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.



DEPARTMENT OF THE ARMY
HEADQUARTERS, U. S. ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918-8002

REPLY TO
ATTENTION OF:

ATSS-C

MEMORANDUM FOR Class 55, United States Army Sergeants Major Course, Fort Bliss, TX
79918-8002

SUBJECT: Welcome to the U.S. Army Sergeants Major Academy (USASMA)

1. Congratulations on your selection to attend the U.S. Army Sergeants Major Course (SMC). Your individual accomplishments, future potential, and dedication to military service were the basis for your selection to attend the capstone of noncommissioned officer training.
2. Spouses are an essential and vital part of the Academy experience. In support of spouses, we include many educational, social, and recreational activities as an integral part of the Academy. Two such activities are the ULTIMA Spouses Association and the Spouse Leadership Development Course. These activities will assist you and your spouse in assuming higher levels of responsibility in your military profession. **Therefore, we encourage your family members to accompany you and share in this unique learning experience.**
3. The information contained in this booklet will assist you in adjusting to the standard operating procedures established for the SMC. The procedures outlined within highlight the practical aspects of attending the SMC; they serve as a reminder of your responsibility and authority as a noncommissioned officer. With that in mind, we charge you with the responsibility of familiarizing yourself with the contents of this booklet to ensure your compliance with the Academy standards and policies. We assure you, everyone in the Academy will do their best to assist you in completing the course, but it is your responsibility to properly prepare daily for each class. Time management, teamwork and discipline are the keys to success.
4. Carefully read and follow this guide; it contains answers to most of your questions about the Academy, family housing, and Fort Bliss facilities. It will also aid you and your family in settling into the Academy and the Fort Bliss community. Should you have any questions or need assistance, do not hesitate to contact the Alpha Company Commander or First Sergeant. The commander's e-mail address is: ATSS-BAR-CDR@bliss.army.mil. The phone number is (915) 568-8785 or DSN 978. The first sergeant's e-mail address is: ATSS-BAR-1SG@bliss.army.mil. The phone number is (915) 568-8508 or DSN 978.
5. Again, congratulations upon your selection. We wish you success in the course and in all your future assignments.

// original signed //

JAMES E. DALE

USA

Command Sergeant Major

// original signed //

JOHN K. KIRBY

LTC, AD

Commandant

United States Army Sergeants Major Academy (USASMA)

HISTORICAL AND GENERAL INFORMATION



Historical Overview:

Established in late 1971, the Noncommissioned Officer Education System (NCOES) consists of four progressive levels of instruction (primary, basic, advanced and senior). The design of each level is to prepare noncommissioned officers (NCOs) for positions of increasing responsibility compatible with their career development and grade progression. The United States Army Sergeants Major Course represents the capstone of the NCOES. It is the pinnacle of formal military schooling for the noncommissioned officer.

The United States Army Sergeants Major Academy (USASMA) was established on 1 July 1972 and began instruction in January 1973. Our curriculum design broadens the students' current knowledge base. This approach differs from the Military Occupation Specialty (MOS) related training at the basic and advanced levels of the NCOES. The prime educational technique employed throughout the course is the small group participatory learning process.

USASMA became the proponent for developing common leader training for all Advanced Noncommissioned Officer Courses (ANCOC) in June 1981. The common leader training for ANCOC covers five major subject areas: leadership, communications, training management, professional skills and military studies. Further efforts at the Academy to standardize NCO training resulted in the addition of a new Primary Leadership Development Course (PLDC). This course is a blend of the previous Primary Leadership Course (PLC) and the Primary Noncommissioned Officer Course (PNCOC) into one course to better serve combat, combat support, and combat service support personnel at the junior NCO level.

USASMA maintains operational control over the United States Army First Sergeant Course (FSC). This three week program trains master sergeants, first sergeants, and sergeant first class promotable in the finer points of performing present or future duties as a first sergeant. The FSC began in October 1981 and has graduated more than 900 students annually since its inception.

USASMA developed the common leader training for all Basic NCO Courses (BNCOC), and has been the proponent since 1984 for reserve component leader training for the FSC, ANCOC, BNCOC, and PLDC.

In 1989, USASMA began conducting the Command Sergeant Major Course (CSMC). The CSMC is a one week course that provides newly assigned command sergeants major (CSM) and CSM designees with the knowledge needed to serve effectively as a CSM. The 42.5 hours of instruction include leader transition, training management, sponsorship, assigning and utilizing soldiers, boards, retention, the NCOER system, quality of life and unit readiness, and contemporary operating environment updates. The training focus is on the commander/CSM relationship and the

duties of the CSM in training the unit to mission standards. The course instructors are current CSMs brought in from the field. All noncommissioned officers awaiting positions as CSMs must attend this course.

USASMA also conducts the CSM Spouse Course in conjunction with the CSMC. This course enhances the roll of the CSM spouse, providing insight and guidance regarding their new position in the Army community.

In January 1991, USASMA began instructing the Battle Staff Noncommissioned Officer Course (BSNCOC). This course effectively combines the programs of instruction (POIs) of the former Operations and Intelligence Course and the Personnel and Logistics Course into a four week integrated program.

In addition to being the proponent for NCOES, USASMA is also responsible for The NCO Journal and The United States Army Museum of the Noncommissioned Officer.

The NCO Journal is a bimonthly professional publication for the noncommissioned officers of the United States Army. Our mission is to provide a forum for the open exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a closer bond among its members.

The United States Army Museum of the Noncommissioned Officer traces the history of the noncommissioned officer ranks - corporals and sergeants - through two hundred years of United States Army history. Beginning with the birth of the Continental Army in 1775 and highlighting such events as the expansion westward, the Civil War, the Indian frontier, American expansion overseas, World War I, World War II, Korea, Vietnam and the development of the Noncommissioned Officer Education System, museum exhibits portray the evolution of the noncommissioned officer in war and peace.

Using uniforms, weapons, tools and equipment, museum exhibits present a visual image of the noncommissioned officer's duties, daily life and accomplishments. Documents, posters, drawings and photographs further enhance visual images provided by museum exhibits.

In addition to exhibits, the museum, upon request, provides visitors with information on a wide variety of subjects related to NCO history. Examples include: "A Short History of the NCO", "Mounted Troops on the Plains: 1833-1845", "Soldier and Trader on the Missouri: 1819-1820", "NCO Wives on the Frontier: 1870", "The Volunteer: 1846" and "Black Soldiers in the American Frontier Army."

HONOR CODE

The concept of the Honor Code among military personnel evolved centuries ago when individuals first banded together for the purpose of establishing a system for defending their land and properties. Down through the years, military organizations have grown from small bands into well-organized groups. In all such groups, leadership positions and the Honor Code have developed. Leaders established rules and regulations, which are carried out and enforced by their subordinates.

Subordinates rely on the honesty and integrity of their leaders. This tradition continues in the present day Army. Leaders also rely on the honesty and integrity of their soldiers, and his word is accepted as true. If a leader's actions are such that honesty and integrity are questioned, the leader jeopardizes not only his position and status, but also the position and status of those who work for him.

The Honor Code binds the students of the Sergeants Major Academy.

THE CODE:

As a leader and student at the Sergeants Major Academy--

- I will always tell the truth and keep my word.
- I am above dishonesty, cheating, quibbling, evasive statements, and tricky wording.
- I will always respect the property rights of others and the government.
- I am aware that my signature is my bond.
- If I violate the Honor Code, I expect neither immunity nor special consideration.
- I am honor bound to report any breach of honor that comes to my attention.

RESPONSIBILITY: The Honor Code belongs to the students of the Sergeants Major Academy and compliance to the code is the responsibility of each individual. The Honor System does not cease with academic honor and integrity. It also applies to observance and adherence to the rule or regulation set forth by this Academy. To knowingly violate a rule or regulation, whether or not this violation is discovered, is a discredit to your own word of honor. It is your responsibility as a student to immediately report any violation of the Honor System directly through the Chain of Command. Your failure to assume the responsibility of reporting violations of this Honor System could result in your elimination from the course.

The Sergeants Major Academy Honor Code System operates on the principle that integrity is an essential attribute; therefore, any student found guilty of a breach of integrity may be released from the course of instruction for misconduct as well as face possible disciplinary action. The Honor Code accepted at this Academy, while broad in application, is precise in its meaning: "Each student's work is their own."

The Honor System does not preclude students from working together in or out of the classroom when directed to do so by a Small Group Leader (SGL) and or Senior SGL/Facilitator; nor does it preclude mutual discussion of individual solutions. The Honor System is not designed to stifle individual academic freedom, preclude the sharing of knowledge, or interaction with fellow students; however, all graded requirements, oral, written, or hands on must be an individual effort (unless otherwise instructed). Students are specifically prohibited from any act or omission that provides an unfair advantage over their peers.

HONOR CODE VIOLATIONS: USASMA will use the following procedures to investigate suspected violations of the Honor Code.

- Incidents will be reported to the Company Commander through the Chain of Command.
- The Company Commander will submit his/her recommendation thru the Command Sergeant Major to the Commandant for actions as deemed appropriate.
- Students will not discuss suspected or known violations with anyone other than the instructors, Company Commander, Command Sergeant Major, Assistance Commandant, Commandant and or the Investigating Officer.

THE HONOR CODE

Honor is the guiding principle of every endeavor involving the profession of the Army. Integrity (absolute honesty) is a basic attribute demanded of every noncommissioned officer. This personal quality requires, among other things, that "Your work must be your own." Examinations and performance oriented training evaluations are given throughout the course. Each individual student prepares his/her own presentations. This work is evaluated based on individual effort. Each student's work will be entirely original in every manner. The copying of another student's work violates the intent of the Honor Code. Students are encouraged to work together, utilizing the team system; however, the final results will be original. The Honor System does not cease with academic honor and integrity. It also applies to the observance and adherence to rules, regulations and policies. To knowingly violate a rule, regulation or policy, whether or not this violation is discovered is a discredit to your own word of honor. To know of a violation and fail to report it, means you condone the violation. It is your responsibility, as a student and as a noncommissioned officer, to report all violations of rules, regulations and policies immediately to the Chain of Command. Failure to do so is a violation of the Honor Code and is grounds for dismissal. The Honor Code goes beyond the Academy; it applies to actions on or off duty. Any discredit to the Army or USASMA is subject to disciplinary action and or dismissal.

CHAPTER 1

PRE-ARRIVAL REQUIREMENTS

1-1. PURPOSE. This section includes information that will help you settle quickly into the Academy. It contains items that require your immediate attention and action. Promptly return the requested items at least 60 days before you report for the course. Use the checklist link to ensure you complete each requirement.

1-2. REQUIRED DOCUMENTATION. One of the key factors for success during in-processing is that soldiers report to the Academy with the necessary documents as listed in Annex D.

1-3. EDUCATION. If you are working toward a degree, whether in the classroom of local colleges/universities or distance learning, you may continue your studies while attending the SMC. The Academy sets aside every Tuesday and Thursday afternoon each week for the extension studies college program. Funding and books are your responsibility. Tuition assistance (TA) and VA funding are available for use. The USASMA education advisor will assist you in all areas of the extension studies program.

a. **Mail a copy of your DA Form 2-1, AARTS transcript and or ERB** to the USASMA education advisor prior to arrival. The mailing address is:

U.S. Army Sergeants Major Academy
ATTN: ATSS-SE (Education Advisor)
BLDG 11291
FT BLISS, TX 79918-8002

commercial: (915) 568-8915
FAX: (915) 568-8061/9208
DSN: 978

b. Bring copies of **all college transcripts and/or degree programs** with you and present them during inprocessing. Your transcripts need not be official at the time of inprocessing; however, we cannot determine your educational needs without transcripts. If you fail to provide this required documentation, it may place you on the special projects list and places you at risk of not participating in the Tuesday/Thursday extension studies program.

1-4. HEALTH RISK ASSESSMENT.

a. The USASMA Health Promotions Office (HPO), the Fort Bliss Wellness Center, and the Cardiology Service of William Beaumont Army Medical Center (WBAMC) will need to conduct cardiovascular risk screenings of all SMC students. We **require** and you must **mail** or **fax** the items listed below prior to your arrival. The suspense for this information is **7 June 2004**.

(1) One copy of a current physical exam (SF 88 or SF 93 and both a DD 2808 and DD 2807-1). We consider your physical exam current if it has not been greater than five years by the time you inprocess at USASMA.

(2) IAW AR 40-501, *Standards of Medical Fitness* dated 28 Mar 02, if you are **less than 40 years of age** when you inprocess, your physical must contain:

(a) All elements of paragraph 8-12b --- specifically, height, weight, pulse, blood pressure, and tobacco history.

(b) All elements of paragraph 8-12c --- specifically, HCT or HCB, HIV testing, and total cholesterol.

(c) Though not required by regulation, HPO recommends that you have an EKG, a fasting lipid profile, and a fasting blood sugar; each of these current within the most recent 12 months.

(3) IAW AR 40-501, *Standards of Medical Fitness* dated 28 Mar 02, if you are **40 years of age or greater** when you inprocess, your physical must contain:

(a) All elements of paragraph 8-12b --- specifically, height, weight, pulse, blood pressure, and tobacco history.

(b) All elements of paragraph 8-12d --- specifically, prostate exam for males, HIV testing, rectal exam with stool, PSA test, fasting blood sugar, fasting lipid profile, and EKG.

(c) Though not required by regulation, HPO recommends all these items be within the most recent 12 months of your arrival to USASMA.

b. USASMA will consider granting waivers to all active duty personnel who are currently serving in Southwest Asia and less than 40 years of age. You must report to HPO within 5 working days from your arrival date to schedule a physical exam through the TMC.

c. We recommend that you hand carry your radiographic studies, including but not limited to MRIs, CT Scans, and normal radiographs if you will require continued care for ongoing orthopedic and or neurological conditions.

d. Send requested information to the USASMA Health Promotion Office (HPO):

U.S. Army Sergeants Major Academy
ATTN: ATSS-CM (HPO)
BLDG 11291
Ft. Bliss, Tx 79918-8002

FAX number: commercial (915) 568-8013
DSN 978

e. If you have questions about your foot type and or the proper type of running shoe, do not purchase new running shoes until USASMA personnel assess and recommend such footwear.

f. If you are active duty or a reservist on orders for greater than 30 days, it is **mandatory** that you enroll in Tricare Prime for this region for your medical care. You can enroll via the internet at www.triwest.com by completing the on-line enrollment form. Failure to complete this enrollment will hinder delivery of prompt medical care. Mr. Adan Lozano is the point of contact for Tricare at William Beaumont Army Medical Center, (915) 569-1156.

g. If you have questions about any of the above information, do not hesitate to contact the HPO at commercial (915) 568-8271 or DSN 978. You can e-mail from the link on the USASMA home page or at ATSS-CM@bliss.army.mil.

1-5. SERVICE OBLIGATION.

a. **All students incur a 24-month service obligation upon graduation from the SMC.**

You must extend or reenlist to meet this obligation prior to arrival. You must fax a copy of your extension/reenlistment documentation and a signed service statement to Registrar (Betty Bradford), USASMA, (915) 568-8484 or DSN 978. A sample of this service statement follows this paragraph. Sister services personnel should check their service regulations for any obligation incurred by their attendance at this course.

Sample Service Statement Memorandum

Office Symbol

Date: _____

MEMORANDUM FOR RECORD

SUBJECT: Required Service Statement

1. In accordance with Section 3914 or 3917, Title 10, United States Code (USC), I agree to meet the service remaining requirement to attend the U.S. Army Sergeants Major Academy. I have been informed that voluntary retirement will not be approved until the required service is completed, either after graduation or termination of class attendance in accordance with AR 635-200, paragraph 12-9c.

2. Point of contact for this action is the undersigned at commercial: _____
or DSN: _____.

Your Name
Your Rank, USA
SSN

b. Due to personnel and time restrictions at this location, we strongly encourage you to review your records and complete and sign your PQR packet for the CSM/SGM Promotion Board prior to departing your current unit.

1-6. ACCRUED LEAVE. Plan your travel accordingly so you do not lose any leave days. You may take ordinary leave only during non-duty days, i.e., long weekend/holiday periods. USASMA will process emergency leave requests at any time. **An emergency leave over 10 days may impact your ability to complete the course.** We process non-emergency leaves as ordinary leave.

1-7. LATERAL APPOINTMENT. If you currently hold the rank of first sergeant or command sergeant major, you must have a lateral appointment to master sergeant or sergeants major prior to departure from your losing organization.

1-8. PERMANENT CHANGE OF STATION.

a. Your assignment to USASMA is a permanent change of station. You must bring all your service records, to include personnel file, finance, education, medical, and dental records. If you are arriving with your family, you must also bring their medical and dental records.

b. All Army, ARNG (Title 10 and Title 32), and USAR (AGR) students must arrive with a DA Form 31 in their possession. All ARNG (MDAY and TECH) and USAR (TPU, IRR, and IMA) students are not required to have a DA Form 31 completed when they depart their home station for the Academy.

c. The USASMA mailroom will accept and hold mail for you until you get a permanent address. Make arrangements to have your next Leave and Earnings Statement (LES) forwarded to you at the address below. The correct forwarding address is:

RANK NAME
SMC CLASS #55
U.S. Army Sergeants Major Academy
BLDG 11291
FT BLISS, TX 79918-8002

1-9. SECURITY CLEARANCE. Some guest speaker lectures presented during the course are classified SECRET. Additionally, a critical requirement for promotion to Sergeant Major is for **ALL** Master Sergeants to possess a minimum of a SECRET security clearance with a security investigation conducted within the last 10 years. Therefore, prior to attending the SMC, you must:

a. **ARRIVE WITH AN UPDATED SECURITY CLEARANCE.** We require **ALL** students possess a minimum of SECRET access with an investigation completed within the last 10 years. Those students with an MOS requiring TOP SECRET access must have an investigation completed within the past 5 years. Check with your unit Security Manager regarding clearance status.

b. Provide documentation of clearance upon arrival. Bring a copy of DA Form 873, Certificate of Clearance issued by the Central Clearance Facility, and an SF 312, Classified Information Nondisclosure Statement. If you recently submitted an update, bring a copy of the Electronic Personnel Security Questionnaire (EPSQ) and a copy of the Defense Security Service receipt or Office of Personnel Management (OPM) receipt.

c. Students from other branches of service must meet the same minimum access security clearance requirements as above.

d. Contact the USASMA Security Manager regarding any questions at commercial (915) 568-8827 or DSN 978, e-mail: ATSS-BS-S2@bliss.army.mil, or at the address below:

U.S. Army Sergeants Major Academy
ATTN: ATSS-HS (Security Manager)
BLDG 11291
FT BLISS, TX 79918-8002

1-10. SPONSORSHIP PROGRAM. This student guide meets the sponsorship requirement IAW Chapter 2 of AR 600-8-8. (Note: The students attending the SMC are commanded by Alpha Company. Any reference to the term "company" refers to Alpha Company.)

a. The company commander and first sergeant are the primary points of contact for all students. All students are encouraged to contact them prior to arrival.

U.S. Army Sergeants Major Academy
ATTN: ATSS-BA
BLDG 11291
FT BLISS, TX 79918-8002

commercial: (915) 568-8785/8508
DSN: 978

Commander's e-mail address:
First Sergeant's e-mail address:

ATSS-BAR-CDR@bliss.army.mil
ATSS-BAR-1SG@bliss.army.mil

b. Additionally, the USASMA Reserve Component (RC) Advisor is available to assist with specific RC issues.

U.S. Army Sergeants Major Academy
ATTN: ATSS-CG (RC Advisor)
BLDG 11291
FT BLISS, TX 79918-8002

commercial: (915) 568-8313
DSN: 978
e-mail: ARNGADV@bliss.army.mil

1-11. UNIFORMS.

a. **You must bring all BASIC INITIAL ISSUE with you to the Academy.** Upon arrival, you will need your Class A, Class B, Improved Physical Fitness Uniform (IPFU), Field Jacket and a minimum of four sets of the Battle Dress Uniform (BDU) ready to wear. Uniform for the Opening Ceremony is Class B. The normal duty uniform is the BDU. You will use the IPFU during PT. Other service personnel should wear the appropriate equivalent uniform for their service. Some occasions require wear of the Class A uniform or equivalent uniform for other services. There are a number of social activities that require the wear of formal dress uniforms. Bring all accessories associated with your uniforms. Uniforms must reflect your current rank. You should purchase items you need from the military clothing store at your current installation because the Fort Bliss Military Clothing Sales Store may not stock an item you need (e.g. does not stock clothing for other military services).

b. Although requirements vary among the services for wear of name tags, **all students will wear name tags for identification** while at USASMA.

c. All students will require a set of casual civilian clothes (open collar shirt, slacks, no blue jeans, no sneakers or sandals) for evening guest speaker presentations, extension studies, and social functions.

d. Special Forces qualified students are authorized to wear the green beret with the unassigned flash.

1-12. HOUSEHOLD GOODS. The transportation office at your losing installation can tell you transit time for shipments to Fort Bliss. Consider this when you plan your move. You can expect some delay in delivery of your HHG due to the volume of students inprocessing. We recommend that you ship only those items you will actually need during your assignment here. **Use of nontemporary storage (NTS) in lieu of shipment is recommended.** (For CONUS shipments, NTS is at origin; from overseas, NTS is normally at Bayonne, NJ or Oakland, CA.) Be sure to arrange for your nontemporary storage at origin when you arrange for your other shipments. Temporary storage is authorized for a maximum of 90 days from the date the shipment arrives. You are authorized one partial delivery from your HHG shipment. Unaccompanied baggage shipments are not authorized partial deliveries unless you are in a temporary billet situation. The Fort Bliss HHG Inbound Section telephone number is (915) 568-3668/2735 or DSN 978. Visit your local transportation office for information and assistance, especially on storage and Do-It-Yourself (DITY) move options. The transportation committee email address is ATSS-BAR-transp@bliss.army.mil.

1-13. QUARTERS.

a. **USASMA requires all accompanied students to apply for post housing.** You must complete and sign DD Form 1746 and then mail or fax this application to (915) 568-8568 or DSN 978. There are a limited number of three and four bedroom housing units available for SMC families. Couples without children, couples with one child, and single parents with one child are usually assigned the three bedroom units. All government housing in the student housing area are issued and assigned by USASMA; therefore, contact the company commander or first sergeant regarding housing issues. See paragraph 1-5a for contact information.

b. Fill out, print, **sign**, and fax or mail a DD Form 1746 (Application for Assignment to Housing) **immediately. We will not process unsigned forms!** If you are deployed, contact the Alpha Company First Sergeant. We will address each situation on a case-by-case basis.

c. To better familiarize you and your family with available housing units and to ease inprocessing, consider the following.

(1) Consider placing items you would not normally store within your quarters living space in permanent storage. **Temporary storage is available at government expense for 90 days or until the date you sign for quarters (plus allowable delivery time).** If you have questions, contact the transportation committee at the e-mail address located in paragraph 1-10.

(2) Family quarters are unfurnished; however, they do provide a stove, refrigerator, and dishwasher. Family quarters have hookups for a washer and dryer. Government issued furniture **is not** available.

d. **There are NO senior enlisted bachelor quarters available.** Bachelors, both geographical and bonafide, must reside off-post at their own expense. Students in this category may find it beneficial to share rent expenses with other students.

1-14. BASIC ALLOWANCE FOR HOUSING (BAH). Geographical bachelors electing to leave their family at their current duty station **draw BAH at the Fort Bliss rate** IAW Chapter 23, AR 37-104-3. You may obtain current BAH rates via the Internet at <http://www.dtic.mil/perdiem/vha.html>.

1-15. SPECIAL DUTY ASSIGNMENT PAY (SDAP) PROGRAM. The Department of Defense Military Pay and Allowance Committee (DOD MPAC) determined that SDAP is terminated the day prior to departing on a permanent change of station to USASMA. **It is your responsibility to ensure SDAP is terminated to prevent overpayment and unnecessary hardship in the future.**

1-16. GOVERNMENT CREDIT CARD. You should terminate your government credit card prior to departing your unit as use of a government credit card is not authorized when you PCS. **It is your responsibility to ensure your credit card is terminated to prevent unnecessary hardship.**

1-17. LOCAL SCHOOLS INFORMATION. All students entering district schools from OCONUS must provide evidence that they are free of tuberculosis prior to enrollment. Acceptable evidence is the results from a TB skin test, from a chest x-ray, or a written physician's statement that the student is free of any signs/symptoms of TB. Additionally, Texas state law requires

immunizations prior to admission into the Texas public school system. If your child is currently enrolled in the GT (gifted and talented) program, you should bring his/her test results to speed up the process for entrance into the GT program. Contact the school your children will attend for additional details.

- a. Milam Elementary School (Pre-K - 5th grade) is located in the student housing area.

Milam Elementary School (915) 587-2520
5000 Luke St
El Paso, TX 79908

- b. Ross Middle School (6th - 8th grades) is located just outside the Fort Bliss boundary. Bus transportation is provided from the student housing area.

Ross Middle School (915) 887-3060
6101 Hughey St
El Paso, TX 79925

- c. Austin High School (9th - 12th grades) is located approximately 5 miles from the installation. Bus transportation is provided from the student housing area.

Austin High School (915) 587-2500
5500 Memphis St
El Paso, TX 79903

- d. You must provide the following records for registration.

- (1) Either a birth certificate, baptismal certificate, or individual passport.
- (2) Health and immunization record.
- (3) Proof of residency (quarters assignment).
- (4) Report card from school last attended.
- (5) Social Security card.

- e. Texas public school students must have a complete physical examination before they can compete in school athletics. We recommend that your children undergo physical examinations at your current duty station if they plan to participate in school athletics.

- f. You may obtain additional school information at www.episd.org

1-18. EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP) SCREENING. Prior to arrival, students with family members enrolled in the EFMP program must update their medical records. Upon arrival, you must proceed to the Fort Bliss Community Services Center, building 2494, Monday through Friday between 0730-1630 to register your family members. Contact the William Beaumont Army Medical Center website at www.wbamc.amedd.army.mil for additional information concerning the Fort Bliss EFMP program.

1-19. DEERS. Prior to arrival, students with family members need to update their DEERS enrollment information. Contact your local Personnel Servicing Organization for additional information.

CHAPTER 2

INPROCESSING

2-1. PURPOSE. This chapter provides in-processing requirements as well as other helpful information you need to know before enrollment. Reporting and inprocessing at USASMA is relatively quick and painless. Inprocessing takes place in the Academy area, under control of the company commander. If you respond to items in Chapter 1, Pre-Arrival Requirements, you and your family will experience minimal delays upon arrival. You must carefully review the information herein and prepare those items that will assist you and the Academy during your inprocessing phase.

2-2. REPORTING.

a. Although the last report date is 8 August 2004, you are **highly encouraged** to arrive between 19-30 July 2004 for family support issues and to acclimate to the area. We will conduct inprocessing 30 July - 4 August 2004. You should be settled in by 5 August 2004 because the Opening Ceremony is on 6 August 2004 and the course starts on 9 August 2004. Plan to arrive during normal duty hours. Arriving earlier than your reporting date could result in TLE expiration prior to assignment of quarters. **Students PCSing with family members: Do not report before 19 July 2004.**

b. Report to the United States Army Sergeants Major Academy on Biggs Army Airfield: **during duty hours, building 11293, room 607; after duty hours, building 11291, SDNCO. If you arrive after duty hours or on the weekend, ensure you sign in with the SDNCO. TLE does not** start until you have signed in. You cannot apply for housing until you sign in. The SDNCO will give you specific instructions when you sign in.

c. You **must** check with the Fort Bliss Inn for billeting or receive a statement of non-availability until you receive assignment to government quarters. Contact the Fort Bliss Inn, (915) 565-7777, early to make reservations. The Fort Bliss Inn does not accept pets. The Armed Services YMCA Residence Inn (915) 562-8461, located in close proximity to Fort Bliss, allows pets.

d. Only the losing station can grant you permissive TDY. After you have signed in at USASMA, **report to the Fort Bliss Housing Referral Office to have permissive TDY approved.** Permissive TDY will not be authorized if government family quarters are available. Permissive TDY will terminate the day you sign into the Academy. Once you have signed into USASMA, the Alpha Company orderly room will process all future leave requests.

e. Sister services personnel. Sign in at USASMA first. You will be given specific instructions on inprocessing your finance and personnel records.

(1) Holloman AFB Central Base Personnel Office maintains Air Force records. Air Force personnel should coordinate through:

Holloman AFB Central Base Personnel Office
Accounting and Finance Office
49th Mission Support Squadron
Alamogordo, NM 88330

SBPO DSN 867-7373/7506
Finance DSN 867-7016

(2) PSD, El Centro, CA maintains all Navy records. Navy personnel should coordinate through:

El Paso Navy Reserve Center
4810 Pollard Street
El Paso, TX 79930

(915) 565-3993

(3) Individual students with the Coast Guard maintain their own records.

2-3. INPROCESSING. The inprocessing system is designed to prepare you for classes; it includes settling the family. The process takes several days to complete. The procedure varies from one student to another, but generally follows this schedule:

a. Students report daily to building 11292 (east auditorium) no later than 0745, Monday through Friday, for the inprocessing briefing. Uniform is the IPFU, NO spandex shorts due to on-going taping. Bring all records and documents needed to inprocess to this briefing.

- Day 1: Report wearing the IPFU (no spandex) for weigh in. Sign in (DA Form 31 and personnel file needed). The Registrar will enroll you into the course once you have met the standards IAW AR 600-9. If you are accompanied, we will assign quarters, if available. Unaccompanied students receive guidance for bachelor housing. Check status of shipments at the transportation station. Process through the mailroom and pick up any stored mail. Supply will issue unit patches and crests. You will receive appointment schedule for Days 2, 3, and 4.
- Days 2, 3, and 4 include POV, bicycle, and weapons registration; medical records screening; personnel and finance processing; and tours of the learning resource center, computer lab, and NCO museum. You must be cleared through HPO prior to engaging in formal, organized physical training at USASMA and prior to participating in the APFT.

b. The remainder of the inprocessing schedule is to receive transportation shipments, settle family in quarters and school, education center inprocessing, and daily formations to disseminate information.

c. Do not bring your family members to inprocessing with you. USASMA will conduct a spouse orientation during the week of 9 August 2004.

2-4. FINANCE. Use this checklist while inprocessing military pay and travel pay. This checklist identifies necessary documentation to update your military pay account and process your travel settlement.

a. **Military Pay.** Arrival packet to change ADSN to 4824 (Fort Bliss).

- _____ 1 Copy of Original PCS Orders
- _____ 1 Copy of Amended Orders (if applicable)
- _____ 1 Copy of Assignment Orders (if applicable)
- _____ 1 Original SF 1199, Direct Deposit if changing financial institution
- _____ 1 DD Form 1561, Family Separation (if applicable)

b. **Basic Allowance For Housing (BAH).** Effective 1 January 1998, you are required to recertify your BAH upon arrival at your new permanent duty station (PDS). **Failure to recertify by end of month of arrival may result in loss of allowance. Retroactive payments are prohibited unless soldier's command can justify in writing a valid reason for the delay.**

- _____ 1 Original DA Form 5960, Authorization to Start, Stop, or Change BAH
(One for each action if starting and stopping allowance)
- _____ 1 Copy of Termination of Quarters (if applicable)
- _____ 1 Copy of Assignment of Quarters (if applicable)
- _____ 1 Copy of Marriage Certificate, Birth Certificate(s), Divorce Decree(s),
Adoption Documents (as applicable) (these documents are required for initial
start or change to previous certification)

c. **Advance Pay Packet.** You are not required to itemize expenses on first request. For second requests you must complete Part II, blocks 7, 8 and 9 and Part V, blocks 15 through 22. Reminder, itemized expenses must be extraordinary expenses directly associated with your PCS move. **FAILURE TO ITEMIZE EXPENSES WILL RESULT IN DISAPPROVAL OF REQUEST.**

- _____ 1 Original DD Form 2560, Advance Pay Certification/Authorization
- _____ 1 Copy of Original PCS Orders and Amendments
- _____ 1 Set DA Form 2142, Pay Inquiry if submitted through the PAC

** Remember to change your savings bond(s) address if necessary.

** Certain Special Duty Pay terminates upon departure of old PDS. Notify PAC if you continue to receive an unauthorized entitlement or allowance.

** Activate your MyPay Personal Identification Number (PIN) to download your LESs from the internet.

d. **Travel Pay.** PCS Travel Settlement Packet.

- _____ 1 Original DD Form 1351-2, Travel Voucher
- _____ 1 Copy of Original PCS Orders and Amendments
- _____ 1 Copy of Assignment Orders (if applicable)
- _____ 1 Original DA Form 31, Leave Request
- _____ 1 Original Airline, Rail or Bus Ticket (if applicable)
- _____ 1 Copy of Advance Travel Payment
- _____ 1 Copy of DA Form 4187 or 31 for Permissive TDY (if applicable)
(Must Have CNA # by Fort Bliss Inn)
- _____ 1 Copy of DA Form 4184 or 31 or Memo Signed by Recruiting Station
Commander for HRAP (if applicable)
- _____ 1 Original Receipts for Reimbursables Over \$75.00
- _____ 1 Copy of DD Form 788 for POV Pickup (if applicable)

e. **POV Pickup Travel Settlement Packet** (if submitted separately).

- _____ 1 Original DD Form 1351-2, Travel Voucher
- _____ 1 Copy of Original PCS Orders and Amendments

- _____ 1 Copy of DD Form 788
- _____ 1 Copy of PCS Travel Settlement Voucher Previously Submitted

f. **Do-It-Yourself (DITY) Move Travel Settlement Packet.** You will need to submit two complete sets for this payment. This travel claim is separate from your PCS settlement claim.

- _____ 1 Original DD Form 1351-2, Travel Voucher
- _____ 1 Copy of Original PCS Orders and Amendments
- _____ 1 Copy of Assignment Orders (if applicable)
- _____ 1 Proof of Registration(s) for POV(s), Boat(s) or Trailer(s) (if applicable)
- _____ 1 Copy of Advance DITY Travel Payment Voucher (if applicable)
- _____ 1 Original DD Form 2278, DITY Move and Counseling Checklist
- _____ 1 Original Empty Weight Tickets
- _____ 1 Original Loaded Weight Tickets
- _____ 1 Copy of Truck Rental Contract

g. **Temporary Lodging Expense (TLE).** Maximum payable is 10 days NTE \$180.00 per day. Not payable on first or last PCS move.

- _____ 1 Original Lodging Receipt(s)
- _____ 1 TLE Certification Statement
- _____ 1 Copy of Original PCS Orders and Amendments
- _____ 1 Certificate of Non-Availability Number Issued by Fort Bliss Inn
- _____ 1 Copy of PCS Travel Settlement Voucher

h. **Temporary Lodging Allowance (TLA)** (for Overseas Locations Only).

- _____ 1 Original Lodging Receipt(s)
- _____ 1 Statement to Substantiate Payment of TLA Issued by Housing
- _____ 1 TLA Certification Statement
- _____ 1 Copy of Original PCS Orders and Amendments
- _____ 1 Copy of PCS Travel Settlement Voucher

NOTE: After completion of inprocessing, submit subsequent packets through your servicing PAC on a unit transmittal memorandum. Ensure your name and SSN are on all documents and dated correctly. Keep copies of everything you turn in.

Historically, finance problems may take weeks to resolve. You should have the necessary funds to cover yourself in the event you experience a delay in receiving any military and/or travel pay reimbursement.

2-5. PHYSICAL TRAINING AND WEIGHT CONTROL. USASMA gears its physical training program toward ensuring all students meet or exceed the Army standards for their respective age category and to maintain or improve upon that fitness level throughout the duration of the course.

a. Upon arrival, USASMA will verify your height and weight in accordance with AR 600-9 (Army Weight Control Program). U.S. Air Force, U.S. Coast Guard, and U.S. Navy personnel must meet their respective service's height and weight standards. **If you do not meet the weight standards, you are denied enrollment into the SMC.**

b. Your successful completion of all record Army Physical Fitness Tests (APFTs) or alternate event is a graduation requirement. U.S. Air Force, U.S. Coast Guard, and U.S. Navy personnel must successfully complete their respective service's physical fitness requirements to graduate.

2-6. PHYSICAL REQUIREMENTS/PROFILES. You must be able to meet the following physical requirements during the course:

a. If you have a permanent designator of "2" in your physical profile, include a copy of DA Form 3349 (Physical Profile) as part of your course application. You will be eligible to attend this course and train within the limits of your profile provided you can meet course graduation requirements.

b. If you have a permanent designator of "3" or "4" in your physical profile, include a copy of DA Form 3349 and the results of your Military Medical Review Board (MMRB) as part of your course application. If you have been before a MMRB, awarded medical limitations, and allowed to retain your occupational classification, you will be eligible to attend this course and train within the limits of your profile provided you can meet course graduation requirements.

2-7. VEHICLE REGISTRATION.

a. Fort Bliss is a closed post. It is mandatory that you register your vehicle. You may register your vehicle during inprocessing, if it is already registered at your current duty station.

b. All vehicles must have a safety emission inspection. Fort Bliss requires a current "safety" and Texas "emission" inspection decal before you register vehicles on post. Any valid state "safety" inspection is adequate for post registration purposes, but you still need a valid Texas emission inspection decal. Both "safety" and "emission" inspections are performed at facilities that conduct annual Texas vehicle inspections. The cost of the "safety" inspection is approximately \$10.50 and the cost of the "emissions" inspection is approximately \$13.00. There is a green registration form required for those who need to register their vehicle in Texas. You will receive the form for an additional \$1.00 once you complete the safety and emissions tests. If your vehicle is less than two years old, you will only need the Texas safety inspection.

2-8. WEAPONS. USASMA does not have a facility to store weapons. You can make arrangements to store weapons at the Fort Bliss MP Unit, Building 125, Slater Road, (915) 568-2115 or DSN 978, or Fort Bliss Rod and Gun Club, Building 3730, Railroad Drive and Deer, (915) 568-2983 or DSN 978. All state and local laws regarding ownership, registration, and possession are your responsibility. You may register any authorized weapons during inprocessing.

2-9. BICYCLES. You must register all bicycles on Fort Bliss. Fort Bliss regulations require all bicycle operators to wear a helmet, reflective gear, and have head and tail lights during limited visibility operation.

2-10. PETS. Fort Bliss policy restricts the number of pets allowed in family quarters to no more than three (except fish). Registration and annual rabies vaccination is required on post. Fort Bliss uses the Department of Defense (DOD) system for registering animals. Contact the Fort Bliss Veterinary Activity, building 6077, Carter Road, (915) 569-2266, for further information. Their hours are Monday through Friday, 0800-1200 and 1300-1600.

2-11. FAMILY CARE PLAN. Students arriving at Fort Bliss as sole parents, or married to another soldier and have dependent family members under the age of 18, must have a family care plan. You must update your family care plan during inprocessing.

2-12. ESTIMATED COST INFORMATION.

a. The following list of student expenses will help you determine your needs during the course. These are **ESTIMATES** only. **DO NOT** construe them as **FIXED** expenses. Initial class fees include:

| | |
|-----------------|----------------|
| Dining-In | \$30.00 |
| Graduation Ball | \$45.00 |
| Class Picnic | \$10.00 |
| Class Reception | \$10.00 |
| TOTAL | \$95.00 |

b. Class fees are course related and a part of the USASMA curriculum. Your class treasurer will collect them during inprocessing. There are additional optional expenses paid at the student's discretion, i.e., class ring, class book, and formal attire. The class will determine the use/distribution of any money left in the curriculum fund.

2-13. VEHICLE PARKING. There is a designated parking area available for students who have privately owned vehicles (POVs). Students are not allowed to park in the inner parking lots around the Academy.

CHAPTER 3

COURSE SUMMARY

3-1. PURPOSE. This chapter outlines the SMC Program of Instruction (POI). This course is the capstone of the Noncommissioned Officer Education System (NCOES). The SMC will train you for positions of responsibility throughout all echelons of the Department of Defense. It will prepare you for both troop and staff assignments and is a prerequisite to the duty position of Command Sergeant Major (CSM). The course is branch immaterial, taught in a classroom environment, utilizing instruction, practical application, and performance oriented training. The course culminates with a brigade level, war-fighter, training exercise. Small Group Leaders (SGLs) evaluate your leadership and management abilities throughout the course.

3-2. COURSE LENGTH. The SMC is a nine (9) month course.

3-3. COURSE OBJECTIVES.

- To prepare students to assist in the solution of command problems.
- To enhance the senior NCOs ability to develop and maintain discipline in the Army.
- To instruct students in tactical, administrative and training operations.
- To update students on contemporary Army problems.
- To improve personal communication skills.
- To develop intellectual depth and analytical ability.
- To enhance the students' understanding of military resource management practices and effective organizational techniques.
- To sustain the high level of physical conditioning and appearance standards of students.
- To prepare students to develop and train and sustain physical readiness standards in units.

3-4. COURSE COMPOSITION. The SMC curriculum design will broaden and tap into your preexisting knowledge. The SMC is composed of four major phases of instruction: Common Core, Leadership, Resource Management, and Military Operations. The course provides an intellectually stimulating educational experience as well as a detailed study of contemporary subjects. Navy, Air Force, Coast Guard, and international military service attendance enhance the joint and combined arms perspective. The small group participatory learning process is the primary educational technique employed throughout the course. Guest speakers and panel discussions augment instruction. Additionally, a command post exercise (CPX) ties together all the students' training and experience in waging a simulated battle.

3-5. MAJOR PHASE DESCRIPTIONS.

- **Phase I-Common Core.** You and your spouse will participate in the welcoming ceremonies. This phase includes reception and integration, class orientation, academic graduation requirements, an APFT, and a weigh-in. Instruction centers on those baseline skills you must demonstrate throughout the remainder of the course, such as; communication skills, research techniques, leader development considerations, and computer literacy. You are introduced to sister service roles and operational compatibility. Simultaneously, you will study fitness fundamentals which will provide you with sufficient skills and knowledge to assist you in supervising and effectively supporting a unit's Master Fitness Trainer Program.

- **Phase II- Leadership.** You will strengthen your personal leadership skills and techniques required for use in your future position as a Sergeant Major and or Command Sergeant Major. Your ability to facilitate group lessons is the foundation for evaluation of the team building process. You are introduced to the risk management process, Army safety program, EEO policies, the counseling process, the sponsorship process, and soldier programs. In addition, you will learn how National Security Affairs and National Military Strategy may lead to deployment of soldiers for operational assignments Outside the Continental United States (OCONUS). You will also explore Reserve and civilian component roles within the armed forces. Army values and ethics become a focal point in this phase. Guest speakers will discuss contemporary leadership issues and other topics supporting professional development.
- **Phase III-Resource Management.** Related areas of training include the Noncommissioned Officer Development Program, the resourcing of training preparation for a rotation at a combat training center, and a staff ride. You will first focus on the mobilization process. Pertinent topics include the mobilization phases, use of automated systems, coordinating support from echelons above division (EAD), and mobilization validation. Areas of interest include the Joint Operations Planning and Execution System (JOPES) and the deployment phases. You will investigate and participate in those actions pertinent to a SGM/CSM in resourcing a new division highlighting division base/corps support, installation support, personnel resourcing, equipping the division, maintenance operations, battle staff functions and selection, staff study, and unit assessment. You will address Mission Essential Task List (METL) development, planning execution, and assessment in the training management cycle at division, brigade, and battalion levels from both the Active Component and Reserve Component perspectives.
- **Phase IV-Military Operations.** This phase provides students with a comprehensive course of instruction of how the U.S. Army fights. Subjects such as Command and Control, preparation of Plans, Orders, and Intelligence Support to Combat Operations, Graphics and Overlays, Combat Fire Support and conduct of Full Spectrum Operations are covered in depth. Currently the Military Operations Phase is undergoing realignment with the Battle Staff Noncommissioned Officer Course (BSNCOC) in accordance with recently published doctrine. This effort will ensure that you receive the Battle Staff identifier 2S upon successful completion of the Military Operations portion of the SMC.

3-6. ADVANCE SHEETS. You will receive an Advance Sheet issued for each lesson that provides:

- a. An overview of the lesson content.
- b. A listing of the Terminal Learning Objective (TLO), Enabling Learning Objective(s) (ELO), and as applicable, Learning Steps/Activities (LS/As).

3-7. STUDENT EVALUATION PLAN (SEP). The SEP contains the information pertaining to the SMC content and evaluation criteria (Refer to Annex A). It lists the course graduation requirements that you must meet in order to graduate from the course.

The resident SMC student evaluation system is a process of assessing you using the “whole Soldier” concept, culminating with the submission of a DA Form 1059, Service School Academic

Evaluation Report (AER). Your base group FA will complete an AER for you at the end of the course or upon dismissal/disenrollment from the course. The process is based on an objective and subjective system arrived at by means of performance evaluations, examinations, observations, comparisons, and analysis. It involves input from your base group FA and other phase group instructors. Your base group FA has overall responsibility for compiling and reporting the total assessment on your AER.

a. Student Responsibilities. You must strive to:

- Conduct yourself in a professional manner at all times.
- Be at your appointed place of duty at the appointed time.
- Perform all work on your own unless otherwise instructed.
- Meet or exceed course graduation requirements.
- Recognize your shortcomings and request assistance as needed.
- Avoid actions that are prejudicial to others in the class.
- Continuously progress academically.
- Demonstrate motivation and a positive attitude.
- Be personally responsible.

b. Course Graduation Requirements. You must achieve the following minimum requirements to graduate.

- A minimum score of 70% on each examination in each block, phase, or module of instruction and a GO on any performance evaluation.
- Failure of any examination or performance test retest will result in consideration for dismissal from the course for failure to meet academic standards.
- If you are being considered for dismissal or dismissed for academic failure you may appeal, in writing to the Commandant, USASMA, to review your case for exceptional and cogent reasons. The Commandant will make final dismissal decisions after considering the supporting staff Judge Advocate's recommendation. In cases where a Judge Advocate is not available, the Commandant will forward appeals to the Commander who has General Court Martial Convening Authority (GCMCA) for review and final decision.
- Initial failure of 30% or more of the total number of examinations and performance evaluations during the course will result in a final Academic Evaluation Report rating of "Marginally Achieved Course Standards."

In addition to the written examinations, you must successfully complete performance tests to meet graduation requirements in the following areas:

- Army Physical Fitness Test (APFT). (IAW FM 21-20w/C1). (GO)
 - Students must meet the physical fitness guidance standards in FM 21- 20w/C1.
 - An APFT, with alternate test events for students with permanent profiles, must include an aerobic event.
- Army Writing Style. (GO)
- Ethics Paper. (GO)
- National Security Affairs (NSA) oral and written briefing. (GO)
- NCO history research, oral, and written. (GO)
- Staff Study research and written. (GO)

- Haines Paper research and written. (GO)
- Information Briefing. (GO)
- Graduation (Guest Speaker) Presentation (GO).

NOTE: The “GO - NO GO” concept is the grading system. A “GO” rating means you demonstrated competency in the evaluated skill and met the established standards. Your FA will provide further definition in the comment section of your evaluation form for ratings in terms of UNSATISFACTORY, SATISFACTORY, or SUPERIOR; and are consistent with the evaluation categories on the AER.

c. ***Cumulative Summary Sheet.*** Your FA/instructor will use this document (See Annex A-1) to record the overall evaluation of your performance during each group life. The cumulative summary sheet provides the basis for preparing your AER. Your FA/instructor consolidates all written communication evaluations, oral presentation evaluations, leadership skill evaluations, contribution to group work evaluations, and your research ability evaluations. The First Sergeant provides APFT scores and height/weight statistics to FAs and academic records. The education advisor provides extension studies grades to the FAs and academic records. In certain cases you may receive a special Memorandum for Record or DA Form 4856 covering a performance or event not normally conducted or expected of you.

- **Written Communications Section.** Evaluates your written communication ability based on your performance in the *Army Writing Style*, *Haines Paper*, *Staff Study*, and *NCO History*. Your overall rating is calculated as follows: if you receive a SUPERIOR (SUP) in all areas, your overall rating equals SUP; if you have a combination of SUPERIOR and or SATISFACTORY (SAT) and no UNSATISFACTORIES (UNSAT), your overall rating equals a SAT; if you receive one or more UNSATs, your overall rating equals UNSAT.
 - **Army Writing Style** - four evaluated practical exercises (PEs).
 - You will receive a SUP rating if you obtain a first time GO with an overall grade point average (GPA) of 90 or higher on ALL four PEs.
 - You will receive a SAT rating if you obtain an overall GPA of least 70-89 on each of the four graded PEs. If you score less than 70% on any PE you are required to do a rewrite.
 - You will receive an UNSAT rating if your overall GPA is 69 or below and requires more than one rewrite, i.e., scores less than 70% on two or more of the four graded PEs.
 - **Haines Paper.** Ratings equal SUP/SAT/UNSAT.
 - **Staff Study.** Ratings equal SUP/SAT/UNSAT.
 - **NCO History.** Ratings equal SUP/SAT/UNSAT.
- **Oral Communications Section.** Evaluates oral communications ability based on your performance on the *Information Brief*, *NCO History Brief*, *Guest Speaker Presentation*, *National Security Affairs (NSA) Brief*, and *SDL performance*. Your overall rating is calculated as follows: if you receive a SUP in all areas, your overall rating equals SUP; if you have a combination of SUP and or SAT and no UNSATs, your overall rating equals a SAT; if you receive one or more UNSATs, your overall rating equals UNSAT.
 - **Information Brief.** Your FA will use Form 506a, Oral presentation Checklist.

- NCO History Brief. Your FA will use Form 506a, Oral presentation Checklist.
- Guest Speaker Presentation. Your FA will use Form 506a, Oral presentation Checklist.
- NSA Brief. Your FA will use the NSA worksheet
- SDL Performance. Your FA will use an SDL Performance Evaluation and Rubric (See Annex A-9).

NOTE: Your FA will make sure you are knowledgeable of the standards for all your briefings.

- Leadership Skills Section. You FA will observe your leadership performance in all the phases of instruction and assign you a rating of SUP/SAT/UNSAT for each phase. (See Leadership Skills Evaluation and Rubric at Annex A-3). Your overall rating is calculated as follows: if you receive a SUP in all areas, your overall rating equals SUP; if you have a combination of SUP and or SAT and no more than one UNSAT, your overall rating equals a SAT; if you receive two or more UNSATs, your overall rating equals UNSAT.
- Contribution to Group Work Section. You FA will observe your contribution to group work performance in all the phases of instruction and assign you a rating of SUP/SAT/UNSAT for each phase. (See Contribution to Group Work Evaluation and Rubric at Annex A-13). Your overall rating is calculated as follows: if you receive a SUP in all areas, your overall rating equals SUP; if you have a combination of SUP and or SAT and no more than one UNSAT, your overall rating equals a SAT; if you receive two or more UNSATs, your overall rating equals UNSAT.
- Research Ability Section. Evaluates your research ability based on your performance in the *NCO History*, *Haines Paper*, *NSA Paper*, and *the Staff Study*. Your overall rating is calculated as follows: if you receive a SUP in all areas, your overall rating equals SUP; if you have a combination of SUP and or SAT and no UNSATs, your overall rating equals a SAT; if you receive one or more UNSATs, your overall rating equals UNSAT. Each research requirement has specific checklist.
 - NCO History. Ratings equal SUP/SAT/UNSAT. (see Annex A-17)
 - Haines Paper. Ratings equal SUP/SAT/UNSAT. (see Annex A-19)
 - NSA Paper. Ratings equal SUP/SAT/UNSAT. (see Annex A-24)
 - Staff Study. Ratings equal SUP/SAT/UNSAT. (see Annex A-25)

3-8. EXTENSION STUDIES/SPECIAL PROJECTS. Regionally accredited institutions and or other educational/professional development activities provide college level courses as part of the Extension Studies Program. This program assists in expanding the learning process and increasing your continuing educational profile. It is designed to enable you to meet the Department of the Army educational goals for noncommissioned officers (AR 621-5). Attending USASMA provides a unique opportunity to pursue an associate's or higher level degree, and for continued personal and professional development. The Special Projects Program is designed for those students who decide not to enroll in college level courses. The Special Projects NCOIC will assign you a special project and explain the requirements.

- a. Under these programs, you will have the following options.

- If you have not completed at least 60 semester hours of transcribed college credit, or an associate's degree, the Academy highly encourages you to take college courses. College courses are offered at the Academy on Tuesday and Thursday, from 1400-1700, or off duty courses at local colleges, in accordance with a degree plan. Funding is through Veterans Benefits, Army Tuition Assistance, or individual expense. The Academy prefers this option.
- Degree completion study under CLEP and DANTES.
- Special Projects as prescribed by the Special Projects NCOIC and the Company Commander.

Note: Students with degree plans who are eligible for extension studies college courses may enroll in off duty classes when courses offered do not meet their needs.

b. Your family members may enroll in college courses, on a space available basis, while at the Academy. Costs are the responsibility of the family member. Attendance is on a space available basis, and funding is the responsibility of the individual.

3-9. EARLY GRADUATION. In order to graduate early, you must submit a memorandum to the Alpha Company Commander no later than 30 days prior to the scheduled class graduation date. Include the reason and or justification for requesting early graduation in your request.

CHAPTER 4

GENERAL ADMINISTRATION

4-1. PURPOSE. This chapter describes general administrative procedures within Academy. You are responsible for familiarizing yourself with this Academy Student Guide and its contents upon arrival.

4-2. COMMANDANT'S OPEN DOOR POLICY. You will find procedures for registering complaints and grievances posted on the Academy bulletin board. Students will seek resolutions to their problems through the Chain of Command. If a problem cannot be solved in this manner, they may request to see the Commandant.

4-3. UNIFORM POLICY/DRESS ATTIRE.

a. Class A and Dress Blue Military Uniform Policy.

- Ensure all Class A uniforms have the correct rank insignia sewn on.
- Do not sew on CSM insignia until appointed.
- Do not wear the Infantry blue cord or disk. IAW AR 670-1.
- Do not wear any non-military items during the graduation ceremony.
- Wear the correct rank on the Dress Blue jacket to the Dining In.
- Do not wear Cavalry hats, spurs, red socks or other organizational items during the Dining In or Graduation Ball, these are formal occasions.
- Wear the appropriate military uniforms for the occasion.
- Do not wear gowns or tuxedos to either occasion.
- Sister services and international personnel will wear the equivalent to the Army Class A uniform.

b. Uniform Policy.

- Adhere to the uniform policy IAW the training schedule as delineated in AR 670-1.
- Do not wear the Infantry blue cord or disk.
- Sister services and international students must follow their respective uniform regulatory guidance.

c. Student Dress Code for Evening Lectures.

- Males-Shirt with collar, or sweater with collar on the outside. Dress slacks, solid in color, with crease and pockets. Clean and polished footgear in good taste.
- Females-Dress or blouse with skirt or dress pants and appropriate clean and polished footgear or dress sandals in good taste.

Note: This dress code establishes a standard of appearance expected of the Senior NCO, not only here at the Academy, but throughout the Department of Defense.

4-4 . ABSENTEEISM.

a. Within 10 minutes of class start time, your FA will report the name, student number, and reason for absence (if known) to the Senior Instructor (SI) or Division trainer. Within 30 minutes of class start time, the SI or trainer will electronically report the information received to the Commander, 1SG, and or SI.

b. Your FA can excuse you for NO MORE than four consecutive hours a day. This will **NOT BE** in conjunction with a weekend pass unless circumstances dictate otherwise. The SI is the approval authority for all other absences. Missing more than 80 hours of instruction may result in dismissal.

4-5. PASS AND LEAVE POLICY. A pass is a privilege and not a right.

a. You are encouraged to take passes during nonacademic time, extended weekends, and holidays. You must submit the pass request through your FA to the Senior Instructor (SI) for approval. The company commander is the approving authority if your request involves missing more than four (4) academic hours.

b. If leaving the El Paso area overnight, regardless of the distance traveled, you must submit a pass request to your FA with the location and phone number for emergency notification. The duty roster will take precedence over passes unless otherwise approved by the company commander.

c. The only authorized leave is an emergency leave and the scheduled Christmas break. The commander will consider all other leaves on a case by case basis. All ordinary leave requests must be routed through the FA, SI, CI, and 1SG to the company commander.

4-6. TRAVEL TO MEXICO. You are required to submit and possess an approved DA Form 31 (Pass) to travel to Mexico prior to departure. Due to increased, and significant, criminal activity, violence and heightened security concerns owing to current events internationally, the Academy discourages routine travel to Juarez. If you receive an approval pass to Mexico, you will adhere to the following guidelines and must remain alert and aware of your surroundings while traveling.

a. You will receive a Juarez briefing from your FA.

b. When granted, your pass is for **ONE** (1) day only (no overnight passes).

c. Travel to Mexico is authorized for medical reasons, sightseeing, shopping, and dining at restaurants and visits with family members living in Juarez.

d. You must carry a copy of the completed and approved Travel/Safety pledge (FB FL 2571A-R-E, page LR1-2, Annex B) during your visit to Mexico.

e. The following establishments are off limits to all military personnel.

- Geronimo's Bar and Grill (3031 Paseo Triunfo de la Republica y Monumental).
- Max-Fim Restaurant (intersection of Monumental and Paseo Triunfo de la Republica, next to Geronimo's Bar and Grill).

f. If you are involved any incident or detained for any reason while visiting Juarez, Mexico you must immediately contact the Fort Bliss Military Police at 00-915-568-2115/2116/or 2117 in addition to requesting the Mexican Police contact the US Embassy in Juarez.

4-7. MEDICAL PROCEDURES. You must inform your FA at physical training prior to going on sick call on Mondays, Wednesdays, and Fridays. On Tuesdays and Thursdays, you will inform your current instructor or group chair person. Upon returning from sick call, you must turn in your sick call slip or copy of any profile received in to the FA.

a. For medical sick calls report to Bldg 2496, Soldier Family Medical Center (SFMC) with a valid DD 689, Individual Sick Slip. Sick call hours are from 0630-0730, Monday-Friday. Students, SGT and above, may call for appointments in advance. SFMC POC is 568-3088

b. For dental sick calls report to 2nd floor, William Beaumont Army Medical Center (WBAMC) and follow clinic signs. You must have a valid DD 689, Individual Sick Slip. Dental sick call hours are from 0700-0800, Monday-Friday. Clinic POC is 569-2511.

4-8. BUILDING EVACUATION. Adhere to the following procedures:

- a. If situation permits, close windows, doors, and turn off lights.
- b. Depart the building immediately and assemble by current group on the SMC PT field.
- c. The senior person present will conduct an accountability formation for their group and make a personnel status report to the Division SI and standby for further instructions.
- d. The SI will report division accountability as soon as possible and standby for further instructions.
- e. After accountability, FAs or Chairpersons will take control of their groups taking into consideration climatic conditions and prevailing situation. Know where your group members are, and maintain communication with your SI and group.

4-9. TOBACCO PRODUCTS. Tobacco products include dipping, chewing, smoking, and /or chewing on cigarettes or cigars. Their use is prohibited in the following areas:

- a. Group rooms, to include break room.
- b. East/West Auditorium.
- c. Hallways.
- d. Non designated smoking areas.

4-10. LAUNDRY. Laundry services are located at the Academy in the North Wing, Room 307. Pick-up and drop-off services are on Mondays, Wednesdays, and Fridays from 0730-1630; and on Tuesdays and Thursdays from 0730-1400.

4-11. BARBER SHOP. The Barber Shop is located at the Academy in the North Wing, Room 307. Hours of operation are Mondays, Wednesdays, and Fridays from 0730-1630; and on Tuesdays and Thursdays from 0730-1400. You may visit the barbershop during prescribed personal time/Commandant's Time. Maintain your hairstyle neat and clean at all times in accordance with Army regulations.

CHAPTER 5

STUDENT ADMINISTRATION

5-1. PURPOSE. This chapter describes general student administration. From student conduct to student leadership responsibilities, this chapter should assist you to define your role at the Academy.

5-2. STANDARDS OF CONDUCT. This Academy trains and enforces the standards of the United States Army as prescribed by appropriate regulations, traditions, and directives. It is your responsibility to maintain this standard during the course of instruction and throughout your military career. While on and off duty, you will maintain high standards of appearance and conduct. Misconduct of any type, no matter how small, may result in disciplinary probation or immediate dismissal from the course.

- Conduct yourself in a professional manner at all times.
- Be at your appointed place of duty at the appointed time, in the designated uniform, with the designated equipment.
- Perform all work on your own unless otherwise instructed.
- Meet or exceed course graduation requirements.
- Assess your own capabilities and seek assistance when needed.
- Avoid actions that are prejudicial to others in the course.
- Strive to successfully progress academically.
- Demonstrate motivation and a positive attitude.
- Review the Student Evaluation Plan (SEP) to become familiar with course graduation requirements.
- At any time inform academy personnel if you feel there are any extenuating circumstances such as fatigue, illness, emotional distress, family or financial problems, etc., which may interfere with your successful completion of this course

5-3. STUDENT ASSIGNMENT. You will receive a five-digit student number during pre-registration. It is very important that your student number, rank, and name are on all correspondence while at the Academy. Remember your student number throughout the course.

5-4. CHAIN OF COMMAND. Throughout the course, you will be assigned and evaluated in leadership positions. The student Chain of Command/responsibility is designed to give you the opportunity to function in a leadership position. You will exercise the authority and assume the responsibilities for the position to which you are assigned.

5-5. LEADERSHIP POSITIONS. Some assignments to leadership positions are rotated; while others are permanent during the entire course. Responsibility for the enforcement, control and discipline rests with the student leadership. You must clearly understand that you are a student and must perform and respond to orders of the student leadership and cadre.

5-6. SELECTION OF LEADERSHIP POSITIONS.

a. All SMC students, E-8's and E-9's, are eligible to compete for leadership positions. A panel consisting of the Company Commander and all Senior Instructors will convene one week prior to the start date of the course to select the student leadership. At the divisional level, the positions are DIV CDR, ASST DIV CDR, DIV CSM, DIV G-1, ASST DIV G-1, DIV G-2, DIV G-3, ASST DIV G-3, DIV G-4, DIV PAO, and DIV Comptroller. Once the students are selected for these demanding positions, they will remain in those positions for the entire Class 55 period. A second panel, consisting of the Senior Small Group Leader (SSGL), Senior Trainer, and selected Small Group Leaders (SGLs) will select the Brigade Level Leadership. Each SGL selects the student leader for his/her classroom.

b. Soldiers selected for leadership positions will represent the entire student body. Each of the leaders selected must set the example in personal appearance, physical fitness and exhibit traits commensurate with high moral character.

5-7. STUDENT/INSTRUCTOR RELATIONSHIP. One relationship that falls outside the bounds of normal military courtesy is your relationship to classroom instructors. At USASMA, we have both military and civilian instructors (who are retired Sergeants Major) who are both male and female. Regardless of their military/civilian status, rank, or sex, they are in charge of their class, even if teaching more senior enlisted members. You should address them as Sergeant Major, Mister, or Miss (Name). Since all students attending the Sergeants Major Course are considered to be at the same level, rank immaterial, you will address other students by their first name only. It is very important that you understand this policy.

CHAPTER 6

RELEASES AND OUT-PROCESSING

6-1. PURPOSE. This chapter explains out-processing procedures, types of releases, dismissal procedures, appeal procedures, and disciplinary probation.

6-2. OUT-PROCESSING. You are required to clear all administrative sections prior to departure from the Academy. You will not out-process without the approval of your FA and SI.

6-3. RELEASES PRIOR TO COMPLETION OF THE COURSE. When a student fails to complete the course successfully, is denied enrollment, or dismissed, the Commandant, USASMA, will provide written notification to the student's commander and/or the order issuing authority, as appropriate. The Commandant may remove students from the course before completion for any one or combination of the following:

- Academic deficiencies or disciplinary reasons.
- Lack of motivation (apathy).

6-4. DISMISSAL PROCEDURES. The following procedures apply for dismissal of a student for motivational, disciplinary, or academic reasons:

- The SGL, followed by the Commander, Company A, will counsel and notify in writing, of the proposed action, consequences of dismissal, and the right to appeal. Students must submit their appeal within seven days upon receipt of written notification. Students must acknowledge receipt by endorsement of the notice of proposed elimination and of their intent to appeal.
- The student will acknowledge by endorsement within 2 duty days after receipt of written notification of dismissal. The endorsement must indicate whether or not the student intends to appeal the dismissal action
- SGLs will retain students in regularly scheduled classes during the appeal process, unless their presence is disruptive to training or prejudicial to good order and discipline.

6-5. STUDENT APPEALS. Students released for Academic, Motivational or Disciplinary reasons may appeal. Commandant, USASMA, will refer the appeal to the Judge Advocate or in their absence the general courts-martial convening authority. All documents become a part of the student's academic record.

CUMULATIVE SUMMARY SHEET

| NAME | | | | | RANK | | SSN | | STUDENT NO. | | | | | | | |
|---|-----|-----|-----|--|------------------------------|-----|------------------------------|---|------------------------------|---|---|--|-----------------------------------|-----|-------------------------|--|
| Related Areas | | | | | Common Core | | Leadership | | Resource Mgmt | | Military Ops | | AER | | | |
| Written Communications | | | | | | | | | | | | | | | | |
| Oral Communications | | | | | | | | | | | | | | | | |
| Leadership Skills | | | | | | | | | | | | | | | | |
| Contribution to Group Work | | | | | | | | | | | | | | | | |
| Research Ability | | | | | | | | | | | | | | | | |
| <u>Written Communications</u> | | | | | <u>Oral Communication</u> | | | | <u>Leadership Skills</u> | | | | <u>Contribution to Group Work</u> | | <u>Research Ability</u> | |
| COMMON | SUP | SAT | UNS | COMMON CORE | SUP | SAT | UNS | Use Leadership Evaluation Form based on FM 22-100 to assess this area for each Phase. | | Use Contribution to Group Work Evaluation Form based on FM 22-100 to assess each Phase. | | AS SCHEDULED | SUP | SAT | UNS | |
| PE 19 | | | | C555 Info Brief | | | | COMMON CORE | | COMMON CORE | | L579 NCO History | | | | |
| PE 20 | | | | C555 Gst Spk Brief | | | | 10-11 SUP, no UNS SUP | | 6-7 SUP, no UNS SUP | | LEADERSHIP | SUP | SAT | UNS | |
| PE 21 | | | | (a) All briefings SUP = SUP (b) Combination SUP/SAT, no UNS = SAT (c) 1 or more UNS = UNS | | | | 2 or more UNS UNS | | 1 or more UNS UNS | | P561 Haines Paper | | | | |
| PE 22 | | | | | All other conditions. SAT | | All other conditions. SAT | | All other conditions. SAT | | N560 NSA | | | | | |
| PE GPA | | | | | | | | | | | a) All SUP=SUP (b) Combination of SUP/SAT, no UNS = SAT (c) 1 or more UNS = UNS | | | | | |
| Average final score for the 4 PEs to determine GPA Rating | | | | As Scheduled | SUP | SAT | UNS | LEADERSHIP | | LEADERSHIP | | | | | | |
| LDRSH | SUP | SAT | UNS | L579 NCO His Brf | | | | 11-12 SUP, no UNS SUP | | 6-7 SUP, no UNS SUP | | RES MGMT | | | | |
| P561 Haines | | | | LDRSH | SUP | SAT | UNS | 2 or more UNS UNS | | 1 or more UNS UNS | | W572 Staff Study | | | | |
| RES MGT | SUP | SAT | UNS | N560 NSA Brief | | | | All other conditions. SAT | | All other conditions. SAT | | | | | | |
| W573 Staff Study | | | | SDL GPA AVG | | | | RESOURCE MANAGEMENT | | RESOURCE MANAGEMENT | | | | | | |
| MIL OPS | SUP | SAT | UNS | (a) Briefing and SDL GPA SUP = SU P (b) Combination of SUP/SAT, no UNS = SAT (c) 1 or more UNS = UNS | | | | 11-12 SUP, no UNS SUP | | 6-7 SUP, no UNS SUP | | | | | | |
| L579 NCO History | | | | | 2 or more UNS UNS | | 2 or more UNS UNS | | 1 or more UNS UNS | | | | | | | |
| | | | | | All other conditions. SAT | | All other conditions. SAT | | All other conditions. SAT | | | | | | | |
| | | | | RES MGT | SUP | SAT | UNS | MILITARY OPERATIONS | | MILITARY OPERATIONS | | | | | | |
| | | | | SDL GPA AVG | | | | 11-12 SUP, no UNS SUP | | 6-7 SUP, no UNS SUP | | | | | | |
| | | | | MIL OPS | SUP | SAT | UNS | 2 or more UNS UNS | | 1 or more UNS UNS | | | | | | |
| | | | | SDL GPA AVG | | | | All other conditions. SAT | | All other conditions. SAT | | | | | | |
| <u>Overall AER Rating:</u> | | | | | | | | <u>Overall AER Rating:</u> | | <u>Overall AER Rating:</u> | | | | | | |
| (a) All Phases SUP = SUP | | | | | | | | (a) All Phases SUP = SUP | | (a) All Phases SUP = SUP | | (a) All Phases SUP=SUP | | | | |
| (b) Combination of SUP/SAT, no UNS = SAT | | | | | | | | (b) Combination of SUP/SAT, no more than 1 UNS = SAT | | (b) Combination of SUP/SAT, no more than 1 UNS = SAT | | (b) Combination of SUP/SAT, no UNS=SAT | | | | |
| (c) 1 or more UNS = UNS | | | | | | | | (c) 2 or more UNS = UNS | | (c) 2 or more UNS = UNS | | (c) 1 or more UNS=UNS | | | | |

CUMULATIVE SUMMARY SHEET

| NAME | | RANK | | SSN | | | | STU NO | | | | | |
|--|-------------------|-------------------|------------|---|-----------|-------------------|------------|--------|-----------|--|----|-------|-----------|
| <u>Examinations</u> | | SDL PRESENTATIONS | | GO | NO/ GO | SDL PRESENTATIONS | | GO | NO/ GO | MISCELLANEOUS PROJECTS | | GO | NO/ GO |
| <u>Leadership</u> | <u>Exam Score</u> | <u>Lesson</u> | <u>Hrs</u> | | | <u>Lesson</u> | <u>Hrs</u> | | | L564 Ethics Thought Paper L580 Leadership Philosophy Paper L580 Leadership Philosophy Brief H555 Individual Fitness Program Develop Brief | | | |
| E511 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| E512 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| <u>Resource Management</u> | | _____ | _____ | | | _____ | _____ | | | | | | |
| E513 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| E514 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| E515 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| E516 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| <u>Military Operations</u> | | _____ | _____ | | | _____ | _____ | | | | | | |
| E 517 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| E518 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| E519 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| E520 | _____ | _____ | _____ | | | _____ | _____ | | | | | | |
| <u>APFT</u> | | | | <u>Extension Studies / Special Projects</u> | | | | | | TERM | GO | NO/GO | |
| | | | | | | | | | | 1st | | | |
| | | | | | | | | | | 2nd | | | |
| | | | | | | | | | | 3rd | | | |
| | | | | | | | | | | 4th | | | |
| | | | | | | | | | | other | | | |
| | | | | | | | | | | | | | |
| <u>Negative Counselings:</u> Yes No (misconduct, apathy) | | | | <u>Comments:</u> | | | | | | | | | |

| SIGNATURES | COMMON CORE | LEADERSHIP | RESOURCE MANAGEMENT | MILITARY OPERATIONS |
|--------------------|-------------|------------|---------------------|---------------------|
| Student | | | | |
| Small Group Leader | | | | |
| Date | | | | |

LEADERSHIP EVALUATION FORM

Nov 2003

| | | | | |
|---|------------|---------------------------------|--------------------|----------------------------------|
| NAME: | | RANK: | STUDENT NO. | PHASE: |
| DATE: From: | To: | END OF PHASE EVALUATION: | | |
| <p>The purpose of this assessment is to help identify areas of leadership skills and actions on which the student needs to focus his/her self-development efforts. This information may be used as a basis for leadership grades and AER preparation IAW TRADOC Reg 350-10, Chap 2, para 2-20.</p> | | | | |
| I. ACADEMIC ACHIEVEMENT <i>(circle the appropriate Exam and fill-in score)</i> | | | | SUP SAT UNS |
| 90% or higher on all tests = SUP 70%-89% on all tests = SAT Less than 70% on any test = UNS E511 Score= E513 Score= E515 Score= E517 Score= E519 Score= E512 Score= E514 Score= E516 Score= E518 Score= E520 Score= | | | | NOTE: No exams in CC. |
| II. CHARACTER: WHAT A LEADER MUST BE | | | | SUP SAT UNS |
| A. ARMY VALUES | | | | |
| <p>(1) <u>Loyalty</u> – Bears true faith and allegiance in the correct order of the Constitution, the Army, and the Organization. Observes higher headquarter's priorities. Works within the system without manipulating it for personal gain.</p> <p>(2) <u>Duty</u> – Fulfills obligations; professional, legal, and moral. Carries out mission requirements. Meets professional standards. Sets the example. Complies with policies and directives.</p> <p>(3) <u>Respect</u> – Treats people as they should be treated. Creates a climate of fairness and equal opportunity. Is discreet and tactful when correcting or questioning others. Shows concern for and makes an effort to check on the safety and well-being of others. Is courteous. Doesn't take advantage of positions of authority.</p> <p>(4) <u>Self-less Service</u> – Puts the welfare of the nation, the Army, and subordinates before his/her own. Sustains team morale. Shares subordinates' hardships. Gives credit for success to others and accepts responsibility for own failure.</p> <p>(5) <u>Honor</u> – Lives up to Army values. Doesn't lie, cheat, steal, or tolerate those actions by others.</p> <p>(6) <u>Integrity</u> – Does what is right legally and morally. Possesses high personal moral standards. Is honest in word and deed. Shows consistently good moral judgment and behavior.</p> <p>(7) <u>Personal Courage</u> – Shows physical and moral bravery. Takes responsibility for decisions and actions. Accepts responsibility for mistakes and shortcomings.</p> <p><u>Strengths:</u></p> <p><u>Weaknesses:</u></p> <p><u>Ways to Improve</u></p> | | | | |
| B. ATTRIBUTES | | | | SUP SAT UNS |
| (1) MENTAL | | | | |
| <p>Possesses and displays will, self-discipline, initiative, judgment, self-confidence, intelligence, common sense, and cultural awareness. Thinks and acts quickly and logically. Analyzes situations. Combines complex ideas to generate feasible COAs. Balances resolve and flexibility. Shows desire to succeed; does not quit in the face of adversity. Balances competing demands.</p> | | | | |
| (2) PHYSICAL | | | | |
| <p>(a) Maintains an appropriate level of physical fitness and military bearing. Presents a neat and professional appearance. Renders appropriate military and civilian courtesies. Demonstrates nonverbal expressions and gestures appropriate to the situation. Is personally energetic. Copes with hardship. Completes physically demanding endeavors. Continues to function under adverse conditions.</p> | | | | |
| <u>NOTE:</u> Do not include APFT information in this criteria. | | | | |

| | | | |
|---|------------|------------|------------|
| (3) EMOTIONAL | | | |
| Shows self-confidence. Remains calm during conditions of stress, chaos, and rapid change. Exercise self-control, balance, and stability. Maintains a positive attitude. Demonstrates mature, responsible behavior that inspires trust and earns respect. | | | |
| <u>Strengths:</u> | | | |
| | | | |
| <u>Weaknesses:</u> | | | |
| | | | |
| <u>Ways to Improve:</u> | | | |
| | | | |
| III. COMPETENCE: WHAT A LEADER MUST KNOW | SUP | SAT | UNS |
| A. INTERPERSONAL SKILLS | | | |
| (1) Coaches, teaches, counsels, motivates, and empowers peers. (2) Readily interacts with others and earns trust/respect. (3) Actively contributes to problem solving and decision making. (4) Is sought out by peers for expertise and counsel. | | | |
| B. CONCEPTUAL SKILLS | | | |
| (1) Reasons critically, ethically, and thinks creatively. (2) Anticipates requirements. (3) Pays attention to detail. (4) Uses appropriate reference material. | | | |
| C. TECHNICAL SKILLS | | | |
| (1) Possesses or develops the expertise necessary to accomplish all assigned tasks and functions. (2) Demonstrates standards for task accomplishment. | | | |
| D. TACTICAL SKILLS | | | |
| (1) Combines and applies skill with people, ideas, and things to accomplish short-term missions. (2) Applies professional knowledge and judgment. | | | |
| <u>Strengths:</u> | | | |
| | | | |
| <u>Weaknesses:</u> | | | |
| | | | |
| <u>Ways to Improve:</u> | | | |
| | | | |
| V. LEADERSHIP: WHAT A LEADER MUST DO | SUP | SAT | UNS |
| A. INFLUENCING | | | |
| (1) Sets the example by demonstrating enthusiasm for – and, if necessary, methods of – accomplishing assigned tasks. (2) Makes themselves available to assist peers and shares information. (3) Actively listens to feedback and acts appropriately based on it. (4) Tactfully confronts and corrects others when necessary. (5) Earns respect and obtains willing cooperation of peers, subordinates, and superiors. (6) Is persuasive in peer discussions and prudently rallies peer pressure against peers, when required. (7) Employs sound judgment and logical reasoning. (8) Makes logical assumptions in the absence of facts. (9) Keeps informed about developments and changes. (10) Considers the implications of decisions on others and situations. (11) Takes charge when in charge. (12) Acts in the absence of guidance. | | | |

| | | | |
|---|--|--|--|
| B. OPERATING | | | |
| (1) Demonstrates tactical and technical competency appropriate for a Sergeant Major (2) Completes individual and group tasks to standard and on time. (3) Executes plans, adjusting when necessary. (4) Keeps track of assignments and suspenses. (5) Assesses by actively giving feedback during AARs by determining causes and effects. | | | |
| C. IMPROVING | | | |
| (1) Strives to improve himself/herself and or peers/subordinates as a group. (2) Mentors peers/subordinates. (3) Sets the example by displaying high standards of performance, personal appearance, military and professional bearing, and ethics. (4) Builds on successes; seeks self-improvement based on experience in weak areas. (5) Spends time contributing to the community by volunteering for one or more special projects. (6) Accepts and acts on assigned tasks. (7) Remains positive when the situation becomes confused or changes. (8) Uses chain of command and NCO support channels to solve problems. (9) Supports equal opportunity and prevents sexual harassment. (10) Exhibits reasonable self-awareness. | | | |
| <u>Strengths:</u> <u>Weaknesses:</u> <u>Ways to Improve:</u> | | | |

Review FM 22-100, Chapters 2, 4, and 5, and Appendix B, prior to beginning the assessment.

COMMON CORE PHASE ONLY

| | |
|-----------------------|-----|
| 10-11 SUP, no UNS | SUP |
| 2 UNS or more | UNS |
| All other conditions. | SAT |

LDSHP, RM, MILOPS PHASES

| | |
|-----------------------|-----|
| 11-12 SUP, no UNS | SUP |
| 2 UNS or more | UNS |
| All other conditions. | SAT |

Student Signature Date

FA Signature

Score Rubric for Leadership Skills-Values/Attributes
Character: What a Leader Must Be

| | Superior | Satisfactory | Unsatisfactory |
|--------------------------|--|---|--|
| Loyalty | Undoubtedly and consistently bears true faith and allegiance in the correct order of the Constitution, the Army, and the Organization. Always observed higher headquarters' priorities. Worked within the system at all times without manipulating it for personal gain. | Normally bears true faith and allegiance in the correct order of the Constitution, the Army, and the Organization. Generally observed higher headquarters' priorities. Frequently worked within the system without manipulating it for personal gain. | Failed to demonstrate behavior that bears true faith and allegiance in the correct order of the Constitution, the Army, and the Organization. Rarely observed higher headquarters' priorities. Rarely worked within the system without manipulating it for personal gain. |
| Duty | Persistently fulfilled obligations; professional, legal, and moral; carried out mission requirements; met professional standards; set the example and complied with policies and directives. | Most of the time fulfilled obligations; professional, legal, and moral; carried out mission requirements; met professional standards; set the example and complied with policies and directives. | Rarely fulfilled obligations; professional, legal, and moral; carried out mission requirements; met professional standards; set the example or complied with policies and directives. |
| Respect | Habitually treated people as they should be treated; created a climate of fairness and equal opportunity; was discreet and tactful when correcting or questioning others; showed concern for and made an effort to check on the safety and well-being of others; was courteous and did not take advantage of positions of authority. | Usually treated people as they should be treated; created a climate of fairness and equal opportunity; was discreet and tactful when correcting or questioning others; showed concern for and made an effort to check on the safety and well-being of others; was courteous and did not take advantage of positions of authority. | Seldom treated people as they should be treated; did not create a climate of fairness and equal opportunity; was indiscreet and tactless when correcting or questioning others; did not show concern for or make an effort to check on the safety and well-being of others; was discourteous and at times took advantage of positions of authority |
| Self-less Service | Consistently put the welfare of the nation, the Army, and peers before his/her own; sustained team morale; shared peers' hardships; gave credit for success to others and accepted responsibility for own failure. | Most of the time put the welfare of the nation, the Army, and peers before his/her own; sustained team morale; shared peers' hardships; gave credit for success to others and accepted responsibility for own failure. | Failed to put the welfare of the nation, the Army, and peers before his/her own; did not help to sustain team morale; or share peer hardships; did not give credit for success to others and does not accept any responsibility for own failure. |
| Honor | Indisputably lives up to Army values; did not lie, cheat, steal, or tolerate those actions by others. | Ordinarily lives up to Army values. Did not lie, cheat, steal, or tolerate those actions by others. | Fails to live up to Army values. Occasionally lied, cheated, stole, or tolerated those actions by others. |
| Integrity | Always did what was right legally and morally. Consistently demonstrated high personal moral standards; was honest in word and deed. Showed consistently good moral judgment and behavior. | Ordinarily did what was right legally and morally. Mostly demonstrated high personal moral standards; was honest in word and deed. Usually showed good moral judgment and behavior. | Rarely did what was right legally and morally. Did not demonstrate high personal moral standards, honesty in word and deed. Failed to show good moral judgment and behavior. |
| Personal Courage | Consistently showed physical and moral bravery. Always took responsibility for decisions and actions while accepting responsibility for mistakes and shortcomings. | Most of the time showed physical and moral bravery. Usually took responsibility for decisions and actions while accepting responsibility for mistakes and shortcomings. | Failed to show physical and moral bravery. Usually didn't take responsibility for decisions and/or actions and did not accept responsibility for mistakes and shortcomings. |

Score Rubric for Leadership Skills
Competence: What a Leader Must Know

| | Superior | Satisfactory | Unsatisfactory |
|----------------------|--|---|--|
| Interpersonal | Habitually coached, taught, counseled, motivated, and empowered peers. Readily interacted with others and earned trust/respect. Actively contributed to problem solving and decision making. Was frequently sought out by peers for expertise and counsel. | Usually coached, taught, counseled, motivated, and empowered peers. For the most part interacted with others and earned trust/respect. Contributed to problem solving and decision making. Was sometimes sought out by peers for expertise and counsel. | Failed to coach, teach, counsel, motivate, and empower peers. Rarely interacted with others and did not earn trust/respect. Somewhat contributed to problem solving and decision making. Was rarely sought out by peers for expertise and counsel. |
| Conceptual | Routinely reasoned critically, ethically, thought creatively, anticipated requirements, paid attention to detail, and used appropriate reference material. | Often reasoned critically, ethically, thought creatively, anticipated requirements, paid attention to detail, and used appropriate reference material. | Most of the time failed to reason critically, ethically, think creatively, or anticipate requirements, did not pay attention to detail, or use appropriate reference material. |
| Technical | Possessed or developed the expertise necessary to accomplish all assigned tasks and functions. Demonstrated standards for task accomplishment. | Sought to possess or develop the expertise necessary to accomplish all assigned tasks and functions. Usually demonstrated standards for task accomplishment. | Does not possess or failed to develop the expertise necessary to accomplish most assigned tasks and functions. Failed to demonstrate standards for task accomplishment. |
| Tactical | Combined and applied skills with people, ideas, and things to accomplish short-term missions. Applied professional knowledge and judgment. | Frequently combined and applied skills with people, ideas, and things to accomplish short-term missions. Attempted to apply professional knowledge and judgment. | Failed to combine and apply skills with people, ideas, and things to accomplish short-term missions. Rarely applied professional knowledge and judgment. |

Score Rubric for Leadership Skills
Competence: What a Leader Must Do

| | Superior | Satisfactory | Unsatisfactory |
|--------------------|---|--|--|
| Influencing | Always set the example by demonstrating enthusiasm for and if necessary, methods of accomplishing tasks; made himself available to assist peers and shared information; actively listened to feedback and acted appropriately based on it; tactfully confronted and corrected others when necessary; earned respect and obtained willing cooperation of peers, subordinates and peers; employed sound judgment and logical reasoning; kept informed about developments and changes; considered the implications of decisions on others and situations; took charge when placed in charge and always acted appropriately in the absence of guidance. | Usually demonstrated enthusiasm when accomplishing tasks; made himself available to assist peers and shared information; listened to feedback and acted appropriately based on it; confronted and corrected others when necessary; earned respect and worked cooperatively with peers; employed sound judgment; kept informed about developments and changes; considered the implications of decisions on others and situations; took charge when placed in charge and acted in the absence of guidance. | Seldom or failed to set the example; was not available to assist peers and did not share information; selectively listened to feedback and failed to act appropriately based on it; did not use tact when confronting or correcting others; did not earn the respect or obtain willing cooperation of peers, subordinates and peers; did not employ sound judgment and logical reasoning; failed to keep informed about developments and changes; did not consider the implications of decisions on others and situations; did not take charge when placed in charge and failed to act appropriately in the absence of guidance. |
| Operating | Always demonstrated tactical and technical competency appropriate for a Sergeant Major; completed individual and group tasks to standard and on time; executed plans, adjusting when necessary; kept track of assignments and met suspenses; and assessed by actively giving feedback during AARs by determining causes and effects. | Usually demonstrated tactical and technical competency appropriate for a Sergeant Major; completed individual and group tasks to standard and usually on time; executed plans, adjusting when necessary; kept track of assignments and met suspenses; and assessed by actively giving feedback during AARs. | Seldom or failed to demonstrate tactical and technical competency appropriate for a Sergeant Major; rarely completed individual and group tasks to standard or on time; did not execute plans; missed more than one suspense; and provided little or no input during AARs |

ANNEX A Evaluation Tools
SMC Student Guide, MAY 2004

| | | | |
|-----------|--|--|--|
| Improving | <p>Always strived to improve himself and or peers as a group; mentored peers; set the example by displaying high standards of performance, personal appearance, military and professional bearing, and ethics; built on successes; sought self-improvement based on experience in weak areas; spent time contributing to the community by volunteering for one or more special projects; accepted and acted on assigned tasks; remained positive when the situation became confused or changed; used the chain of command and NCO support channels to solve problems; supported equal opportunity and prevented sexual harassment; and exhibited a high degree of reasonable self-awareness.</p> | <p>Usually strived to improve himself and peers as a group; displayed an acceptable level of performance, personal appearance, military and professional bearing, and ethics; sought self-improvement in some areas; spent time contributing to the community by volunteering on at least one special project; accepted and acted on assigned tasks; usually remained positive when the situation became confused or changed; normally used the chain of command and NCO support channels to solve problems; supported equal opportunity; and exhibited some degree of self-awareness.</p> | <p>Failed to improve himself and peers as a group; did not mentor anyone; performance, personal appearance, military and professional bearing, and ethics are marginal; success defined in doing the minimum required; sought self-improvement only in response to counseling; participated in special projects only to fulfill a requirement; acted on assigned tasks; does not remain positive when a situation becomes confused or changes; often goes outside the chain of command and NCO support channels to solve problems; supported equal opportunity in word only; and exhibited a high degree of unreasonable self-awareness.</p> |
|-----------|--|--|--|

| STUDENT DISCUSSION LEADER (SDL) EVALUATION FORM | | | | | | |
|---|--|-------------|--|---|------------|------------|
| NAME (Last, First, MI) | | STUDENT NO. | | PHASE: (circle one) Common Core – Leadership – Resource Management – Military Operations | | |
| DATE: | | LESSON: | | HOURS: | | |
| I. COMPETENCE: WHAT A LEADER MUST KNOW | | | | SUP | SAT | UNS |
| A. INTERPERSONAL: | | | | | | |
| (1) Coaches, teaches, and motivates peers. | | | | | | |
| (2) Readily interacts with others. | | | | | | |
| (3) Actively contributes to discussions. | | | | | | |
| (4) Earns trust and respect. | | | | | | |
| <u>Strengths:</u> | | | | | | |
| <u>Weaknesses:</u> | | | | | | |
| <u>Ways to Improve:</u> | | | | | | |
| B. CONCEPTUAL: | | | | | | |
| (1) Thinks SDL problems through and seeks advice when needed. | | | | | | |
| (2) Uses creative techniques to present lesson. | | | | | | |
| (3) Anticipates lesson requirements and plans accordingly. | | | | | | |
| (4) Uses appropriate lesson reference material. | | | | | | |
| (5) Pays close attention to detail when presenting lessons. | | | | | | |
| <u>Strengths:</u> | | | | | | |
| <u>Weaknesses:</u> | | | | | | |
| <u>Ways to Improve:</u> | | | | | | |
| C. TECHNICAL: | | | | | | |
| (1) Possesses or develops the expertise to present the lesson assigned. | | | | | | |
| (2) Demonstrates standards for lesson accomplishment. | | | | | | |
| (3) Properly uses the required equipment for lesson presentation, as required. | | | | | | |
| <u>Strengths:</u> | | | | | | |
| <u>Weaknesses:</u> | | | | | | |
| <u>Ways to Improve:</u> | | | | | | |
| D. TACTICAL: | | | | | | |
| (1) Applies professional knowledge and judgment during lesson presentation. | | | | | | |
| (2) Combines and applies skill with people, ideas, and things to properly present lesson. | | | | | | |
| <u>Strengths:</u> | | | | | | |
| <u>Weaknesses:</u> | | | | | | |
| <u>Ways to Improve:</u> | | | | | | |
| II. LEADERSHIP: WHAT A LEADER MUST DO | | | | | | |
| A. INFLUENCING | | | | | | |
| (1) Speaks clearly and concisely. | | | | | | |
| (2) Speaks enthusiastically and maintains listener's interest and involvement. | | | | | | |
| (3) Encourages the opinions of others. | | | | | | |
| (4) Effectively mediates peer conflicts and disagreements. | | | | | | |
| (5) Repeatedly generates positive discussions during presentation. | | | | | | |
| (6) Keeps informed about developments and changes. | | | | | | |
| (7) Expresses thoughts and ideas clearly to group. | | | | | | |

ANNEX A Evaluation Tools
SMC Student Guide, MAY 2004

| | | | |
|--|------------|------------|------------|
| (8) Makes appropriate eye contact when speaking. | | | |
| A. INFLUENCING, continued | SUP | SAT | UNS |
| (9) Uses gestures which are appropriate, but not distracting. | | | |
| (10) Expresses well-thought-out and well-organized ideas. | | | |
| (11) Uses grammatically and doctrinally correct terms and phrases. | | | |
| (12) Uses visual aids IAW lesson plan. | | | |
| (13) Listens and watches attentively. | | | |
| (14) Is discreet and tactful when correcting or questioning others. | | | |
| (15) Reacts appropriately to verbal and nonverbal feedback. | | | |
| (16) Keeps discussions on track and maintains control of the group. | | | |
| <u>Strengths:</u> | | | |
| <u>Weaknesses:</u> | | | |
| <u>Ways to Improve:</u> | | | |
| B. OPERATING | | | |
| (1) Allocates time to prepare and rehearses lesson. | | | |
| (2) Remains flexible to required changes in schedule and available time. | | | |
| (3) Appropriately utilizes lesson guide to lead discussion. | | | |
| (4) Treats subordinates and peers with dignity and respect. | | | |
| (5) Sustains group morale. | | | |
| (6) Elaborates lesson presentation to ensure group comprehension. | | | |
| (7) Conducts checks on learning throughout lesson. | | | |
| (8) Conducts and facilitates AARs; identifies lessons learned. | | | |
| (9) Summarizes lesson material to ensure comprehension. | | | |
| <u>Strengths:</u> | | | |
| <u>Weaknesses:</u> | | | |
| <u>Ways to Improve:</u> | | | |
| C. IMPROVING | | | |
| (1) Sets the example by displaying high standards of duty performance, personal appearance, military and professional bearing, and ethics. | | | |
| (2) Mentors by investing adequate time and effort in preparing and delivering lesson material. | | | |
| (3) Encourages group to work effectively with each other. | | | |
| (4) Promotes teamwork and team achievement. | | | |
| (5) Applies lessons learned from previous lessons as a way to improve himself/herself. | | | |
| <u>Strengths:</u> | | | |
| <u>Weaknesses:</u> | | | |
| <u>Ways to Improve:</u> | | | |

Review FM 22-100, Chapters 2, 4, and 5, and Appendix B, prior to beginning the assessment.

| | |
|-----------------------|-----|
| 40-44 SUP, no UNS | SUP |
| 4 or more UNS | UNS |
| All other conditions. | SAT |

Student Signature

Date

FA Signature

Date

Score Rubric for Student Discussion Leader (SDL) Presentation

| | Superior | Satisfactory | Unsatisfactory |
|---------------|---|---|---|
| Interpersonal | Did an exceptional job of coaching, teaching, and motivating during in-class presentations. Readily interacted with the group and earned their trust/respect. Actively contributed to discussions. | Coached, taught, and motivated peers during in-class presentation. Interacted with the group and contributed to discussions. | Failed to coach, teach, and/or motivate peers during the presentation. Provided minimal contribution to discussions. |
| Conceptual | Used critical thinking skills to think through problems using information from several viewpoints. Used creative techniques to present lesson. Always anticipated lesson requirements and planned accordingly using appropriate lesson reference material. Meticulously paid close attention to detail when presenting the lessons. | Usually thought through problems and sought advice when needed. Sometimes used creative techniques to present lesson. Most of the time anticipated lesson requirements and planned accordingly using appropriate lesson reference material. Usually paid close attention to detail when presenting lessons. | Usually does not think through problems and fails to seek advice when needed. Rarely used creative techniques to present lesson. Sometimes anticipated lesson requirements but failed to plan accordingly using appropriate lesson reference material. Failed to pay close attention to detail when presenting lessons. |
| Technical | Possessed or actively sought to develop the expertise needed to present the lesson assigned. Thoroughly demonstrated standards for lesson accomplishment. If required, always knew and used the TADSS and/or equipment needed for lesson presentation. | Usually sought to develop the expertise needed to present the lesson. Demonstrated minimum standards for lesson accomplishment. Knew and used the TADSS and/or equipment needed for lesson presentation. | Did not demonstrate the skills needed to present the lesson assigned. Failed to demonstrate standards for lesson accomplishment. Sometime failed to use the required TADSS and/or equipment needed for lesson presentation. |
| Tactical | Applied professional knowledge and judgment during lesson presentation. Habitually combined and applied skills with people, ideas, and things to properly present lesson. | Most of the time applied professional knowledge and used sound judgment during lesson presentation. Usually combined and applied skills with people, ideas, and things to properly present lesson. | Failed to apply professional knowledge or judgment during the presentation. Does not possess the ability to apply skill with people, ideas, and things to accomplish presentation. |
| Influencing | Always spoke clearly and concisely. Students were able to clearly understand presentation on the first attempt. | Usually spoke clearly and concisely. Students sometimes were unclear but felt confident after instructor rearticulated meaning. | Failed to speak clearly and concisely. Students often seemed confused about what was being presented. |
| | Always spoke enthusiastically and maintained the groups' interest and involvement. | Usually spoke enthusiastically and maintained groups' interest and involvement. | Was not enthusiastic and failed to maintain groups' interest and involvement. |
| | Effectively encouraged the group members to express candid opinions. | Asked the group members to express candid opinions. | Did not encourage group members to express candid opinions. |
| | Effectively mediated peer conflicts and disagreements. | Usually attempted to mediate peer conflicts and disagreements. | Does not possess the skill to mediate peer conflicts and disagreements. |
| | Repeatedly generated positive discussions during presentation. | Usually generated positive discussions during presentation. | Failed to generate positive discussions during presentation. |
| | Always kept informed about lesson developments and changes. | Most of the time is informed about developments and changes. | Is usually not informed about developments and changes. |
| | Clearly expressed thoughts and ideas to group. | Usually expressed thoughts and ideas clearly to group. | Failed to express thoughts and ideas clearly to group. |
| | Always maintained appropriate eye contact when speaking. | Made appropriate eye contact when speaking. Occasionally may have looked at floor or in a different direction. | Little eye contact when speaking. Continuously looked in a different direction when presenting lesson. |
| | Always used gestures which were appropriate and non-distracting. | Gestures used were appropriate and non-distracting most of the time. | Usually used inappropriate, distracting gestures. |
| | Without doubt, expressed well-thought-out and well-organized ideas. | Expressed well-thought-out and well-organized ideas most of the time. | Failed to express well-thought-out and well-organized ideas. |
| | Habitually used grammatically and doctrinally correct terms and phrases. | Most of the time used grammatically and doctrinally correct terms and phrases | Usually used grammatically and doctrinally incorrect terms and phrases. |
| | Always used visual aids IAW lesson plan. | Used visual aids IAW lesson plan. On no more than one occasion failed to use visual aids IAW lesson plan. | On two or more occasions, failed to use visual aids IAW lesson plan. |
| | Displayed effective listening skills and watched students attentively. | Usually listened to and watched students. | Most of the time did not listen to or watch students attentively. |
| | Always was discreet and tactful when correcting or questioning others. | Usually was discreet and tactful when correcting or questioning others. | Failed to be discreet and tactful when correcting or questioning others. Students feared any questioning. |
| | Reacted appropriately to verbal and nonverbal feedback. Addressed this type of feedback for clarification. | Reacted appropriately to verbal and nonverbal feedback. Sometimes addressed this type of behavior for clarification. | Is not effective or does not possess the skills to react appropriately to verbal and nonverbal feedback. |

ANNEX A Evaluation Tools
SMC Student Guide, MAY 2004

| | Superior | Satisfactory | Unsatisfactory |
|--------------------------|---|--|---|
| Influencing, cont | Always kept discussions on track and maintained control of the group. | Kept discussions on track and maintained control of the group most of the time. | Constantly allowed the discussions to go off-track and usually lost control of the group. |
| Operating | Thoroughly studied lesson material and rehearsed several times. | Studied lesson material and rehearsed at least once. | Failed to prepare for presentation. Did not rehearse presentation. |
| | Always remained flexible during presentation. Effectively adjusted lesson material as needed to remain within allotted time. | Most of the time remained flexible during presentation and made adjustments to lesson where needed. | Was not flexible during presentation. Sometimes did not cover lesson material in time allotted. |
| | Used lesson package only as a guide to lead discussion. Personally researched any questionable lesson material. Did not read word for word from guide. | Used lesson material to lead discussion. On occasion, read strictly from lesson guide. | Deviated from lesson guide without justification and/or mostly read verbatim from lesson guide. |
| | Consistently treated group members with dignity and respect. | Most of the time treated group members with dignity and respect. | Usually did not treat group members with dignity and respect. |
| | Continuously sustained group morale. | Usually sustained group morale. | Group morale changed in a negative way during presentation. |
| | Elaborated lesson presentation to ensure group comprehension. Made it a personal mission to ensure the entire group comprehended the lesson by involving the group in the learning process. | Somewhat elaborated lesson presentation to ensure group comprehension. Missed some opportunities to involve the group in the learning process. | Did not elaborate lesson presentation to ensure group comprehension. |
| | Always conducted a check on learning using questions and answers provided in the lesson guide as well as additional material extracted from the student readings. | Conducted check on learning using questions and answers provided in the lesson guide. | Failed to conduct the checks on learning, did not ask for student questions. |
| | Effectively conducted and facilitated AAR; specifically identified lessons learned. | Conducted and facilitated an AAR. | Ineffectively conducted and facilitated AAR; and failed to identify lessons learned. |
| | Summarized lesson material thoroughly to ensure comprehension. Covered all major points and effectively conducted checks on learning. | Summarized lesson material to ensure comprehension. Covered most major points and conducted checks on learning. | Partially summarized lesson material. Failed to conduct checks on learning. |
| Improving | Set the example by displaying high standards of duty performance, personal appearance, military and professional bearing, and ethics. | Duty performance, personal appearance, military and professional bearing, and ethics within standards. | Did not display high standards of duty performance, personal appearance, military and professional bearing, and ethics. |
| | Mentored by investing all the time necessary in an effort to be fully prepared to deliver the lesson material. | Invested adequate time and effort in preparing and delivering the lesson material. | Invested little time and effort in preparation and delivery of the lesson material. |
| | Effectively encouraged the group to work with each other to develop the lesson. | Made an effort to encourage the group to work with each other to understand the lesson. | Failed to encourage the group to work with each other to understand the lesson. |
| | Actively promoted teamwork and team achievement. | Usually promoted teamwork and team achievement. | Did not promote teamwork and team achievement. |
| | Habitually applied lessons learned from previous lessons as a way to improve themselves and understand current lesson. | Mentioned lessons learned from previous lessons. | Failed to apply any lessons learned from previous lessons as a way to improve themselves or understand lesson material. |

NOTE: FA use this Rubric with the SDL Evaluation Form.

Contribution to Group Work Evaluation Form

| | | | | |
|---|------------|--------------------------------|--------------------|---------------|
| NAME: | | RANK: | STUDENT NO. | PHASE: |
| DATE: From: | To: | END OF PHASE EVALUATION | | |
| <p>The purpose of this assessment is to help identify areas of Contribution to Group Work on which the student needs to focus his/her self-development efforts. This information may be used as a basis for AER preparation IAW TRADOC Reg 350-10, Chap 2, para 2-20.</p> | | | | |
| I. COMPETENCE: WHAT A LEADER MUST KNOW | | | | SUP |
| A. INTERPERSONAL SKILLS | | | | SAT |
| (1) Coaches, teaches, and motivates peers in group. (2) Interacts with others in group in a positive manner and earns trust/respect. (3) Actively contributes to problem solving and decision making during group discussions. (4) Is sought out by peers/subordinates in group for expertise and counsel. | | | | UNS |
| B. CONCEPTUAL SKILLS | | | | |
| (1) Enhances group discussions by reasoning critically, ethically, and thinking creatively. (2) Pays close attention during group discussions. | | | | |
| C. TECHNICAL SKILLS | | | | |
| (1) Possesses expertise in their functional area or general knowledge. (2) Readily seeks to achieve standards of new tasks. | | | | |
| D. TACTICAL SKILLS | | | | |
| (1) Applies professional knowledge and judgment to assist in elaborating class discussions. (2) Combines and applies skill with people, ideas, and things to compliment class discussions. | | | | |
| <u>Strengths:</u> | | | | |
| | | | | |
| <u>Weaknesses:</u> | | | | |
| | | | | |
| <u>Ways to Improve:</u> | | | | |
| | | | | |
| II. LEADERSHIP: WHAT A LEADER MUST DO | | | | SUP |
| A. INFLUENCING | | | | SAT |
| (1) Demonstrates enthusiasm during group discussions. (2) Conveys ideas, feelings, sincerity, and conviction during current presentations or group work. (3) Adds to group by expressing well-thought-out and well-organized ideas. (4) Listens and watches attentively. (5) Takes appropriate notes. (6) Reacts appropriately to verbal and nonverbal feedback. (7) Inspires, encourages, and guides others toward mission accomplishment. (8) Actively listens to feedback from group members. (9) Takes responsibility for and corrects poor group performance. (10) Acts to determine, recognize, and resolve misunderstandings. | | | | UNSAT |
| B. OPERATING | | | | |
| (1) Consistently on time and ready to begin class. (2) Completes individual and group tasks to standard and on time. (3) Gives appropriate and significant feedback to in-class and group discussions. (4) Keeps track of assignments and suspenses. (5) Is extremely well-prepared for class and group discussions/assignments. (6) Uses assessment techniques to keep the group on-track. (7) Analyzes group activities to determine how desired end states can be achieved. (8) Maintains a professional demeanor at all times. (9) Avoids the use of vulgar language. (10) Makes necessary on-the-spot corrections. | | | | |

C. IMPROVING

- (1) Sustains skills and actions that provide personal and/or group benefit.
- (2) Self-reflects and strives to improve himself/herself based on feedback.
- (3) Mentors by investing adequate time to group work.
- (4) Embraces a climate that expects good performance and doesn't accept poor performance.
- (5) Creates and contributes to a positive group climate.
- (6) Spends time and resources improving the group.
- (7) Is an example of a team player.
- (8) Remains positive when the situation becomes confused or changes.
- (9) Envisions, adapts, and leads change.
- (10) Makes knowledge accessible to their group.

Strengths:

Weaknesses:

Ways to Improve:

Review FM 22-100, Chapters 2, 4, and 5, and Appendix B, prior to beginning the assessment.

| | |
|-----------------------|-----|
| 6-7 SUP, no UNS | SUP |
| 1 or more UNS | UNS |
| All other conditions. | SAT |

Student Signature _____

Date _____

FA Signature

Date _____

Score Rubric for Contribution to Group Work

| | Superior | Satisfactory | Unsatisfactory |
|---------------|--|--|---|
| Interpersonal | Did an exceptional job of coaching and motivating group. Readily interacted with others and earned their trust/respect. Actively contributed to group work. Was the "go to" person in the group for expertise and counsel? | Contributions to group perceived in a positive way. Made positive contributions to the group process most of the time. | Failed to coach and/or motivate peers. Rarely interacted with others and failed to earn trust/respect. Contributions to group perceived negatively. |
| Conceptual | Enhanced group discussions by reasoning critically, ethically, and thinking creatively. Always paid close attention during group discussions. | Usually added to group discussions by reasoning critically, ethically, and thinking creatively. Usually paid close attention during group discussions. | Did not enhance group discussions; for the most part remained quiet. Failed to pay close attention during group discussions. |
| Technical | Expertise in functional area as well as general knowledge immediately recognizable and appropriately shared with others. Readily sought to achieve the standards of new tasks. | Expertise in functional area as well as general knowledge used only when called upon. Usually sought to achieve the standards of new tasks. | Did not achieve or seek to achieve the standards of new tasks. Did not share expertise in functional area or general knowledge. |
| Tactical | Always applied professional knowledge and judgment to assist in elaborating class discussions. Habitually combined and applied skills with people, ideas, and things to compliment class discussions. | Frequently applied professional knowledge and judgment to assist in elaborating class discussions. Sometimes combined and applied skills with people, ideas, and things to compliment class discussions. | Rarely applied professional knowledge and judgment to assist in elaborating class discussions. Does not possess or apply skill with people, ideas, and things to assist in class discussions. |
| Influencing | Consistently demonstrated enthusiasm during group discussions. | For the most part was enthusiastic during group discussions. | Usually was apathetic during group discussions. Did not show interest. |
| | Demonstrated passion for in-class group discussions by conveying ideas, feelings, sincerity, and conviction during presentations or group work. | Usually added to group discussions by conveying ideas, feelings, sincerity, and conviction during presentations or group work. | Rarely added to group discussions. |
| | Habitually added to group by expressing well-thought-out and well-organized ideas. | Sometimes added to group by expressing well-thought-out and well-organized ideas. | Rarely expressed well-thought-out and well-organized ideas. |
| | Listened and watched attentively during presentations or group work. | Most of the time listened and watched attentively during presentations or group work. | Failed to listen and watch attentively during presentations or group work. Was usually distracted with other things. |
| | Demonstrated eagerness to learn by taking copious notes. | Usually took notes in an effort to retain information presented. | Rarely or never took notes. |
| | Reacted appropriately to verbal and nonverbal feedback. Never raised voice in disagreement or provided negative nonverbal feedback. | Reacted appropriately to verbal and nonverbal feedback. Usually did not raise voice in disagreement or provide negative nonverbal feedback. | Usually raised voice inappropriately or provided negative nonverbal feedback. |
| | Set the example by inspiring, encouraging, and guiding others toward mission accomplishment. | Typically inspired, encouraged, and guided others toward mission accomplishment. | Rarely inspired, encouraged and/or guided others toward mission accomplishment. |
| | Actively listened to feedback from group members. Demonstrated this by maintaining eye contact with the speaker. | Usually listened to feedback from group members. Demonstrated this by maintaining eye contact with the speaker. | Rarely listened to feedback from group members. Did not maintain eye contact with the speaker; instead, looks down or in a different direction. |
| | Proactively took responsibility for and immediately corrected poor group performance. | Somewhat took responsibility for and attempted to correct poor group performance. | Failed to take responsibility for and/or correct poor group performance. |
| Operating | Consistently on time and ready to begin class. | Was usually on time and almost always ready to begin class. | Was late on more than several occasions. Was rarely ready to begin class as required. |
| | Always completed individual and group tasks to standard and on time. | Frequently completed individual and group tasks to standard and on time. | Has not completed several individual and group tasks to standard. Work was usually late. |
| | Gave appropriate and significant feedback to in-class and group discussions. Remained engaged at all times | Gave appropriate and some feedback to in-class and group discussions. | Feedback to in-class and group discussions was usually not appropriate. |
| | Consistently kept track of assignments and suspenses. | Most of the time kept track of assignments and suspenses. May have turned in one assignment late. | Failed to keep track of assignments and suspenses. Usually asked others for information related to assignments or suspenses. Was late numerous times. |

Score Rubric for Contribution to Group Work, Cont.

| | Superior | Satisfactory | Unsatisfactory |
|------------------------|--|--|---|
| Operating, cont | Was always well-prepared for class and group discussions/assignments. | Was usually well-prepared for class and group discussions/assignments. | Failed to prepare for class and group discussions/assignments. |
| | Used assessment techniques to keep the group on-track. By attentively listening, internally evaluated discussions and redirected group when off-track. | Was able to sometimes internally evaluate discussions and redirect group when off-track. | Does not possess or attempt to use assessment techniques to evaluate group discussions. |
| | Carefully analyzed group activities to determine how desired end states could be achieved. Made appropriate suggestions and followed-up as necessary. | Made suggestions based on an analysis of group activities to determine how desired end states could be achieved. | Does not attempt to analyze group activities to determine how desired end states can be achieved. Rarely offered suggestions. |
| | Maintained a professional demeanor at all times. | Usually maintained a professional demeanor. | Usually failed to maintain a professional demeanor. |
| | Did not use vulgar language. | Avoided the use of vulgar language. | Typically used vulgar language as a means of expression. |
| | When necessary, made on-the-spot corrections as directed or implied. | Usually made necessary on-the-spot corrections as directed or implied. | Failed to make necessary on-the-spot corrections. |
| Improving | Consistently sustained skills and actions that benefited themselves and their group. | Frequently sustained skills and actions that benefited themselves and their group. | Rarely sustained skills and actions that benefited themselves and their group. Learned skill/action for the moment. |
| | Proactively engaged in self-reflection and strived to improve himself based on feedback. Improvement changes were noticeable. | Made an effort to self-reflect and strived to improve himself based on feedback. | Does not possess the skill to self-reflect and rarely strived to improve himself based on feedback. |
| | Mentored by investing as much time as needed to enhance group work. | Invested adequate time to group work. | Rarely invested adequate time to group work. Complained about time invested. |
| | Embraced a climate that expected good performance and didn't accept poor performance. | Accepted a climate that expected good performance and didn't accept poor performance. | Usually criticized a climate that expected good performance. |
| | Consistently created and contributed to a positive group climate. | Contributed to a positive group climate. | Failed to contribute to achieve a positive group climate. |
| | Spent time and resources improving the group. Attempted whatever it took to enhance the group. | Usually spent time and resources improving the group. | Rarely spent time and resources improving the group. |
| | Is a great example of a team player (i.e. encouraging, information sharing, initiating...) | Is an example of a team player. Usually encourages, shares information, and/or initiates action. | Fails to be a team player. |
| | Undoubtedly remained positive when the situation became confused or changed. Evaluated the situation before reacting. | Almost always remained positive when the situation became confused or changed. | Was usually negative when the situation became confused or change. Did not take time to evaluate. |
| | Envisioned, adapted, and led change. | Adapted and led change. | Failed to adapt and/or lead change. |
| | Was extremely aware of the importance of making knowledge accessible to their group. Always kept group informed. | Usually made knowledge accessible to their group. | Did not make knowledge accessible to their group. Failed to keep the group informed with new information. |

NOTE: FA use this Rubric with the SDL Evaluation Form.

HISTORY OF THE NONCOMMISSIONED OFFICER RESEARCH EVALUATION

Instructions: Complete this form in ink.

Rank:

Name:

Student No:

Date:

NCO History Topic:

Base Group:

Instructions: For each numbered area circle the item or rating. Mandatory comments required for all Superior and Unsatisfactory ratings. Note: A NO in item 1 or 2 will preclude the student from receiving an overall Superior rating.

1. Draft outline and 5 to 7 page (double spaced) argumentative essay turned in on time:

Yes

No

2. Final outline and 5 to 7 page (double spaced) argumentative essay turned in on time:

Yes

No

3. Outline: (Ref: SH-2-10 / L579)

Superior Satisfactory Unsatisfactory

Comments:

4. Originality: (Ref: SH-2-10 / L579)

Superior Satisfactory Unsatisfactory

Comments:

5. Organization and logical development: (Ref: SH-2-10 / L579)

Superior Satisfactory Unsatisfactory

Comments:

6. Format - Evaluation of written 5 to 7 page (double spaced) argumentative essay: Sentence structure, grammar, punctuation, spelling, and content. Note: To receive a superior, article must be free of errors in sentence structure, grammar, spelling, and punctuation. (Ref: SH-2-11 and SH-2-12 / L579)

Superior Satisfactory Unsatisfactory

Comments:

7. Evaluation of the student's research ability. Rate the student's performance as:

- a. **Unsatisfactory**--If the Small Group Leader (SGL) evaluation of your research includes two or more unsatisfactory ratings.
- b. **Superior**--If the Small Group Leader (SGL) evaluation of your research includes both of the following:
 - Superior ratings in 3 or more areas.
 - NO unsatisfactory ratings in any area.
- c. **Satisfactory**--If the Small Group Leader (SGL) evaluation of your research meets neither the standards for unsatisfactory nor superior listed above.

8. Overall Rating: Evaluation of Student's Research Ability. Circle the appropriate rating:

Superior Satisfactory Unsatisfactory

Instructor's Signature

Student's Signature

Date

GENERAL RALPH E. HAINES, JR. AWARD

PURPOSE: The General Ralph E. Haines, Jr., Award recognizes the student group from each USASMA SMC class which presents the highest quality research paper and briefing on an issue of importance to the Academy, the military, or the defense establishment.

SELECTION CRITERIA:

- USASMA presents the Haines Award in recognition of superior research. The evaluation panel considers the depth of research, the detailed analysis of the facts, sound organization, and a logical development of conclusions.
- The evaluation process includes evaluation of the correct form and style IAW the prescribed text, evaluation of the oral defense, and evaluation of the formal presentation.

FUNDING: A private, non-profit, tax exempt fund was established on 17 July 1973 by General Haines exclusively used for awards to recognize the highest quality research paper.

RESPONSIBILITIES: The students of a research group will accomplish the following:

- Conduct extensive research of an assigned topic and compose a paper in accordance with prescribed format.
- Give a 10-15 minute oral presentation of the research paper to the Small Group Leader (SGL) and fellow students in the group room IAW C555, Techniques of Military Briefings, P561, Research Techniques and Haines Award.
- If selected, formally present the research paper to the Commandant, Command Sergeant Major, Battalion Commander, USASMA Historian, and the student body.

HAINES AWARD FORM HA-1 **EVALUATION OF WRITTEN RESEARCH PAPERS BY THE REVIEW BOARD**

Board Member Name: _____

Title of Paper: _____

Group Number: _____ Date: _____

| | Circle one | | | | | | | | | | SCORE |
|---|------------|---|------|---|-----|---|------|---|-----|----|-------|
| | Poor | | Fair | | Avg | | Good | | Exc | | |
| Organizational/Logical Development | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Presentation of an Opposing View | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Research/Documentation | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Writing Skills (Grammar, Punctuation, Proofreading, etc.) | 1 | | 2 | | 3 | | 4 | | 5 | | |
| Impartial Analysis | 1 | | 2 | | 3 | | 4 | | 5 | | |
| Validity of the Conclusion | 1 | | 2 | | 3 | | 4 | | 5 | | |
| Overall Impression | 1 | | 2 | | 3 | | 4 | | 5 | | |
| MAX Total=50 | | | | | | | | | | | |

HAINES AWARD FORM HA-2-1
EVALUATION OF WRITTEN RESEARCH PAPERS BY THE COMMANDANT,
COMMAND SERGEANT MAJOR, BATTALION COMMANDER, AND THE
USASMA HISTORIAN

Board Member Name: _____

Title of Paper: _____

Group Number: _____ Date: _____

| | (Circle one) | | | | | | | | | | SCORE |
|---|--------------|---|------|---|-----|---|------|---|-----|----|-------|
| | Poor | | Fair | | Avg | | Good | | Exc | | |
| Organizational/Logical Development | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Presentation of an Opposing View | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Research/Documentation | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Writing Skills (Grammar, Punctuation, Proofreading, etc.) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Impartial Analysis | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Validity of the Conclusion | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Overall Impression | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| MAX Total=70 | | | | | | | | | | | |

HAINES AWARD FORM HA-2-2
**EVALUATION OF WRITTEN RESEARCH PAPERS BY THE COMMANDANT,
COMMAND SERGEANT MAJOR, BATTALION COMMANDER, AND THE
USASMA HISTORIAN**

Board Member Name: _____

Title of Paper: _____

Group Number: _____ Date: _____

| | (Circle one) | | | | | SCORE |
|---|--------------|------|-----|------|-----|-------|
| | Poor | Fair | Avg | Good | Exc | |
| Organizational/Logical Development | 1 | 2 | 3 | 4 | 5 | |
| Presentation of an Opposing View | 1 | 2 | 3 | 4 | 5 | |
| Research/Documentation | 1 | 2 | 3 | 4 | 5 | |
| Writing Skills (Grammar, Punctuation, Proofreading, etc.) | 1 | 2 | 3 | 4 | 5 | |
| Impartial Analysis | 1 | 2 | 3 | 4 | 5 | |
| Validity of the Conclusion | 1 | 2 | 3 | 4 | 5 | |
| Overall Impression | 1 | 2 | 3 | 4 | 5 | |
| MAX Total=45 | | | | | | |

Score Rubric for Haines Paper

| | Standard | Superior | Satisfactory | Unsatisfactory |
|--|---|---|---|--------------------------------------|
| Title Page <u>Writing Research Papers, 10th Edition</u> (199) | 1. Two inch margins for all sides. 2. All text centered 3. Includes title, author's name, instructor's name, date 4. Title is specific. | Meets all 4 conditions. | Meets 3 out of 4 conditions. | Meets less than 3 conditions. |
| Outline <u>Writing Research Papers, 10th Edition</u> (199) (96) | 1. Pages numbered ii, iii with author's last name 2. Clear, logical divisions 3. Standard outline symbols 4. Consistent format | Meets all 4 conditions. | Meets 3 out of 4 conditions. | Meets less than 3 conditions. |
| Introduction <u>Writing Research Papers, 10th Edition</u> (181) | 1. Specific topic identified, defined, narrowed 2. Background of topic identified 3. Group thesis sentence included 4. Introduces opposing view | Meets all 4 conditions. | Meets 3 out of 4 conditions. | Meets less than 3 conditions. |
| Body of research paper <u>Writing Research Papers, 10th Edition</u> (185) | 1. Classifies the major issues and provides a careful analysis of each in defense of the thesis 2. Well-reasoned statements at the beginning of the paragraphs with evidence of support with proper documentation 3. Smooth flow, transitions logical development | Meets all 4 conditions. | Meets 3 out of 4 conditions. | Meets less than 3 conditions. |
| Summary <u>Writing Research Papers, 10th Edition</u> (190) | 1. Reaffirms the thesis sentence 2. Discusses and interprets the findings 3. Offers connection to group thesis 4. Avoids introducing new ideas | Meets all 4 conditions | Meets 3 out of 4 conditions | Meets less than 3 conditions. |
| Grammatical and writing errors <u>English Simplified, 8th Edition</u> | 1. Good sentence structure 2. Punctuation 3. Subject/verb agreement 4. No personal pronouns 5. correct spelling/usage | No more than 3 errors in any condition. | No more than 6 errors in any condition. | More than 6 errors in any condition. |
| Works Cited <u>Writing Research Papers, 10th Edition</u> (224-276) | 1. At least 3 sources 2. At least 1 book 3. Format 4. Used all works listed in text body. | Meets all 4 conditions. | Meets 3 out of 4 conditions. | Meets less than 3 conditions. |
| Format "Student Handout 3" (3-1) | 1. Font: Times New Roman, 12 pitch 2. Double spaced 3. Paragraphs indented 4. 1 inch margins 5. pages numbered properly 6. Length 3 to 6 pages | N/A | Meets all conditions. | Does not meet all conditions |
| Suspenses | 1. Draft Thesis 2. Final Thesis 3. Draft Essay 4. Final Essay | N/A | Met all suspense dates. | Did not meet all suspense dates. |

NATIONAL SECURITY AFFAIRS MODEL RESEARCH REQUIREMENTS

Check one box per REQ.

| | UNS | SAT | SUP | |
|--------|-----|-----|-----|---|
| REQ 1 | | | | Identified the national purpose of the given nation-state. |
| REQ 2 | | | | Described which ideology(ies) the given Nation-State practices. |
| REQ 3 | | | | Described how national interest and conflicts of interest affect international relations of given nation-state. |
| REQ 4 | | | | Described sources of national power of given nation-state. |
| REQ 5 | | | | Summarized threat situations confronting given nation-state. |
| REQ 6 | | | | Described how the domestic factors of given nation-state influence its foreign policy. |
| REQ 7 | | | | Determined the nation-state's commitments. |
| REQ 8 | | | | Described the military strategy of given nation-state. |
| REQ 9 | | | | Summarized past and present international strategy of given nation-state. |
| REQ 10 | | | | Determined the foreign policy of given nation-state. |
| REQ 11 | | | | Explained how the national security affairs of given nation-state could lead to U.S. military involvement. |

REMARKS:

Evaluation Sheet for Staff Studies (Score Rubric)
EVALUATION SHEET FOR
W573 THE STAFF STUDY

1. Problem Statement:

Unsatisfactory - Problem statement written in wrong form, topic too broad, or problem statement does not adequately define the problem's scope and limitations.

Satisfactory – Problem statement written in infinitive or question form and adequately defines the problem's scope and limitations.

Superior – Problem statement written in infinitive or question form and concisely and clearly defines the problem.

2. Recommendation:

Unsatisfactory – Staff study does not contain any recommendations or the recommendations made do not present acceptable solutions to the stated problem.

Satisfactory - Recommendation is a feasible, acceptable, and suitable solution to the problem.

Superior - Recommendation is a feasible, acceptable, and suitable solution to the problem and includes appropriate who, what, when, and where information.

3. Background:

Unsatisfactory - Background paragraph does not explain why the problem exists.

Satisfactory - Background paragraph briefly explains why the problem exists.

Superior - NA.

4. Facts:

Unsatisfactory - Facts paragraph includes unclear or unnecessary facts to include facts referenced during analysis.

Satisfactory - Facts paragraph includes enough correct facts to adequately support the study.

Superior - All facts presented are clear, undeniably correct and necessary.

5. Assumptions:

Unsatisfactory – Assumptions paragraph includes unclear, invalid, or unnecessary assumptions or does not include assumptions referenced during analysis.

Satisfactory – Assumptions paragraph includes enough clear, valid, and necessary assumptions to adequately support the study.

Superior – All assumptions presented are clear, valid, and necessary.

6. Courses of Action (COAs):

Unsatisfactory – COAs paragraph does not present a feasible, acceptable, or suitable solution.

Satisfactory – COAs paragraph presents feasible, acceptable, and suitable solution.

Superior – COAs paragraph presents feasible, acceptable, and suitable solution with explanatory remarks of significant features.

7. Criteria:

Unsatisfactory – Criteria paragraph does not include screening, evaluation, or weighting criteria or includes invalid weighting criteria.

Satisfactory - Criteria paragraph includes screening, evaluation, and weighting criteria, which are understandable, specific, and relates to facts or assumptions.

Superior - Criteria paragraph includes screening, evaluation, and weighting criteria, which are understandable, specific, and relates to facts or assumptions; screening criteria are undeniably adequate; evaluation criteria clearly explain the standards to judge the COAs; and weights clearly explained.

8. Analysis.

Unsatisfactory - Analysis paragraph does not evaluate all COAs against stated criteria or introduces new criteria.

Satisfactory - Analysis paragraph compares COAs against stated criteria and lists both advantages and disadvantages of feasible, acceptable, and suitable COAs.

Superior - Analysis paragraph compares COAs against stated criteria; explains why a COA failed a screening criteria; and lists both advantages and disadvantages of all feasible, acceptable, and suitable COAs.

9. Comparison:

Unsatisfactory – Comparison paragraph does not compare COAs against each other and fails to determine which course of action best satisfies your stated criteria.

Satisfactory – Comparison paragraph shows logical, orderly development of issues to support conclusion and compares COAs against each other.

Superior – comparison paragraph shows logical, orderly development of issues to support conclusion; uses a decision-matrix or other qualitative technique to summarize the comparison results; explains the meaning of the results, not the process for producing them; compares COAs against each other, and clearly indicates the best COA.

10. Conclusion:

Unsatisfactory - Conclusion does not answer the problem, or conclusion does not flow from the analysis and comparison.

Satisfactory - Conclusion paragraph answers the problem statement.

Superior - Conclusion paragraph provides a feasible, acceptable, and superior answer to the problem; the conclusion flows logically from the analysis and comparison.

11. Format:

Unsatisfactory - More than eight errors.

Satisfactory - Four to eight errors.

Superior - Zero to three errors.

12. Suspenses:

Unsatisfactory - Missed a suspense.

Satisfactory - Met all three suspenses.

Superior - NA.

13. Logical Development:

Unsatisfactory - Illogical presentation of ideas with serious contradictions.

Satisfactory - Logical presentation of ideas.

Superior - Logical presentation of ideas that thoroughly explore and solve the problem.

ANNEX B Request for Leave/Safety Pledge
SMC Student Guide, MAY 2004

| | | |
|-------------|-------|--|
| ATSS (640b) | DATE: | |
|-------------|-------|--|

MEMORANDUM FOR CDR: HHC ☐ CO A ☐ CO B ☐ (Check appropriate box)

SUBJECT: Request for Leave/Pass/*Safety Pledge

DATA REQUIRED BY THE PRIVACY ACT OF 1974

| | |
|-----------------------|--|
| AUTHORITY: | Title 5, USC, Section 301. |
| PRINCIPAL PURPOSE(S): | To obtain written authorization for absence from duty. |
| ROUTINE USES: | To obtain written authorization for absence from duty. To provide a valid/current leave address and telephone number for emergency contact. To obtain authority for payment of leave ration allowance for soldier. The SSN is used for positive identification. Authenticate safety pledge |
| DISCLOSURE: | Voluntary. Disclosure of SSN is voluntary. However, this form will not be processed without a soldier's SSN, since the Army identifies members by SSN for pay or leave purposes. |

NAME: (Last, First, MI) _____ SSN: _____ PAY GRADE: _____

ORGANIZATION: HHC ☐ CO A ☐ CO B ☐ (Place an "X" in the appropriate box)

DIRECTORATE/DIVISION

:

TYPE OF LEAVE: ORDINAR ☐ EMERGENC ☐ PCS ☐ TRANSITIO ☐
Y Y N

TYPE OF PASS 72 HR ☐ 96 HR ☐

DATES OF FROM: _____ THROUGH _____
LEAVE/PASS: _____ :

(INDICATE TIME OF DEPARTURE AND RETURN FROM PASS. A PASS INTO JUAREZ, MEXICO WILL NOT BE OVERNIGHT).

NUMBER OF DAYS LEAVE ACCRUED: _____

LEAVE/PASS ADDRESS:

STREET ADDRESS: _____ CITY: _____

STATE: _____ ZIP CODE: _____ TELEPHONE NO: _____()

* I have read and authenticated the Safety Pledge on the back of this form.

SIGNATURE OF REQUESTOR: _____

RECOMMENDATION: (Place an "X" in the appropriate box)

STUDENTS/FACULTY:

STAFF:

| | | | | | | | | | |
|------|-------------------------------------|---------|--------------------------|------------|-------|--------------------------|---------|--------------------------|------------|
| SI: | <input checked="" type="checkbox"/> | APPROVE | <input type="checkbox"/> | DISAPPROVE | SUPR: | <input type="checkbox"/> | APPROVE | <input type="checkbox"/> | DISAPPROVE |
| CI: | <input type="checkbox"/> | APPROVE | <input type="checkbox"/> | DISAPPROVE | PSG: | <input type="checkbox"/> | APPROVE | <input type="checkbox"/> | DISAPPROVE |
| 1SG: | <input type="checkbox"/> | APPROVE | <input type="checkbox"/> | DISAPPROVE | 1SG: | <input type="checkbox"/> | APPROVE | <input type="checkbox"/> | DISAPPROVE |
| CDR: | <input type="checkbox"/> | APPROVE | <input type="checkbox"/> | DISAPPROVE | CDR: | <input type="checkbox"/> | APPROVE | <input type="checkbox"/> | DISAPPROVE |

SAFETY PLEDGE

I, _____, pledge that while on leave or pass I will remain safety conscious.
(Last, First, MI)

I will absolutely take no unnecessary risk that may endanger my life and prevent my safe return.

I will observe all state traffic laws and be alert for warning signs.

I will wear my seat belt at all times while driving a vehicle.

I will wear a helmet at all times while operating a motorcycle and wear a reflective vest to make myself highly visible to other traffic.

I will get a good nights rest before beginning a long driving trip.

I will take appropriate rest stops when driving for great distances and drive at safe speeds determined by weather and road conditions.

I will not consume alcoholic beverages while driving, boating, skiing, swimming, or whenever my reflexes and ability are needed to prevent an accident.

I will not operate motor vehicles or equipment which are beyond my training level or ability and I will not use them for unsafe activities.

As a dedicated soldier, I do pledge that the number one priority while on leave or pass will be to think safety in all my activities and return to Fort Bliss safely, remembering that "a soldier's life cannot be replaced."

DATE: _____ **SIGNATURE:** _____

SSN: _____ **UNIT:** HHC ☐ CO A ☐ CO B ☐ (Place an "X" in the appropriate box)

**Incident/Detainment
Instructions**

Military personnel involved in any incident or detained for any reason while visiting Juarez, Mexico **will immediately contact the Fort Bliss Military Police at 00-915-568-2115/2116/2117** in addition to requesting the Mexican Police contact the US Embassy in Juarez.

Supplemental Information for International Military Students

1. **Military Department Training Overview.** Your Security Assistance Officer (SAO) will provide you with the location and overview of the training you can expect to receive while attending the United States Army Sergeants Major Academy (USASMA). You will also find valuable information on your Invitational Travel Order (ITO).

2. **International Military Student Office (IMSO).** Once you arrive at USASMA, the IMSO is your primary point of contact for issues related to the International Precourse (IPC) training. Your Small Group Leader (SGL) is your primary point of contact for issues related to the Sergeants Major Course (SMC) training. If you have any problems or complaints, please contact the IMSO or your SGL. They will help you translate and understand the various rules and regulations relating to life at USASMA and in the United States. We encourage you to contact the IMSO when your superiors officially notify you that you will be training at USASMA. You may contact us by any of the means below.

a. Email/Telephone.

| | |
|--|----------------------------|
| SGM John H. Hawkins, Jr. | (915) 568-9055 (Office) |
| Chief, International Fellows Program | (915) 822-3087 (Home) |
| IMSO@bliss.army.mil | (915) 568-9662 (Facsimile) |

| | |
|--|----------------------------|
| Ron Hillin | (915) 568-8763 (Office) |
| Manager, Informational Program | (915) 821-5727 (Home) |
| IMSO@bliss.army.mil | (915) 490-5949 (Cell) |
| | (915) 568-9662 (Facsimile) |

| | |
|--------------------------|----------------|
| Staff Duty Officer (SDO) | (915) 568-8081 |
|--------------------------|----------------|

b. Mail.

United States Army Sergeants Major Academy
ATTN: International Military Student Office
Building 11291, Biggs Army Airfield
Fort Bliss, Texas 79918-8002

3. **Passport and Visa.**

a. To enter the U.S., you are required to have a passport and visa. Your country pays for and issues both. If your country does not pay, you will have to pay for it. You must obtain your visa and a visa for each dependent authorized on your ITO from the Consular section of the U.S. Embassy in your country. Your SAO can assist you and your dependents in obtaining the necessary visa(s).

b. **Do not come to the U.S. with a single entry visa!** We strongly recommend a multiple entry visa. This will enable you to leave the U.S. during your stay. This is

particularly important if you need to return to your country during class on holiday breaks or for emergency reasons. This is also important if you plan to travel into Canada or take day trips with fellow classmates into Mexico, located just across the border from Fort Bliss and El Paso, Texas.

c. You must ensure that the period covered on your visa covers you and your authorized dependents for all of your training or leave time taken after you complete the Sergeants Major Course (SMC) before returning to your country. We recommend that your visa be valid for at least 3 months after completion of training.

d. An immigration official will stamp your passport or ITO with an entry permit. Please do not misplace this entry permit. In order to receive an entry permit, you must present your International Certificate of Immunization to a health or immigrations official.

4. Travel.

a. When making travel arrangements, we recommend your country issue you an open-ended ticket. This will reduce the number of changes that you need to make to your travel arrangements if your training, graduation, or return dates change. You may also decide to attend additional training while in the U.S. or take leave in the U.S. after completing USASMA.

b. If you travel at U.S. government expense, the U.S. Government (USG) arranges your trip and tickets. If the USG arranges your trip and tickets, they are restricted to using U.S. airline carriers. All return travel at USG expense will be contracted at the most economical rate; must be an American carrier if possible; and will be the most direct route back to your country. The USG cannot accommodate individual variations for personal benefit. If dependent travel is not paid for by the USG, then you will be responsible for all return flight arrangements for your dependents to include purchasing their tickets. This may prevent your dependents from traveling back on the same flight with you.

c. Your initial travel to the U.S. will most likely take you directly to your first training installation. This will be either Lackland Air Force Base in San Antonio, Texas, if you are scheduled to train at the Defense Language Institution (DLI), or directly to Fort Bliss in El Paso, Texas where you will train at USASMA. If you bring your authorized dependents at a later time, they may not be able to travel to and from the U.S. on the same airlines you do on your return trip.

d. **Notify IMSO of Arrival Information.** Your SAO must provide advance notification to the IMSO of your arrival. The SAO must contact the IMSO by telephone at (915) 568-9055 or (915) 568-8763, by facsimile at (915) 568-9662, or by e-mail at IMSO@bliss.army.mil. The SAO must provide the International Military Student's (IMS) name; number, ages, and names of your authorized dependents; and arrival information. Arrival information must include all the airlines' names, flight numbers, and the time and date of arrival at the El Paso International Airport. The SAO should

also e-mail or mail the IMSO a small digital photo of you, the IMS, and your authorized dependents (if possible). This will enable the IMSO representative or sponsor to more quickly identify you and your authorized dependents at the airport. Timely and accurate information will assist the IMSO in locating you and your dependents in the event of a delay within the U.S.

e. Ensure that you are aware of your country's requirements or restrictions on travel and stopovers to and from your training. Be aware that some foreign governments require "transit" visas to land at airports in their country. SAOs and you should check before planning travel through certain foreign airports.

5. Baggage (or Luggage).

a. **Marking Baggage.** Please mark your baggage with the address of the training location you are flying to, and place a copy of your ITO inside each piece of baggage, to include your carry-on bags. This will help the airlines ship your baggage to you if they misroute or misplace one or more pieces of your baggage.

b. **U.S. Customs Check.** You must physically clear each piece of your baggage with the first U.S. Customs checkpoint you process through when entering the U.S. Failure to do so will result in your baggage being confiscated for clearance. This may result in your not getting your baggage back for a couple of weeks.

c. **Forbidden Items.** Naturally, there are some items that are either forbidden or require special permission to enter the U.S. One of the most important limitations is on firearms. We strongly encourage you to leave your firearms at home. You will need to obtain special permission from the Bureau of Alcohol, Tobacco and Firearms, through the Consular section at the U.S. Embassy, to import a firearm into the U.S. This process may take months. Firearms are subject to confiscation in airports and must be stored according to very specific regulations when you reside on a military installation. You are also subject to all Federal, State, County, and Local laws concerning firearms once you possess one. Check the laws before buying or possessing a firearm in the U.S. Also check your country laws to ensure you are able to import firearms back to your country. Additionally, you must check with the training installation for storage requirements. Illegal importation or possession of firearms is a serious matter.

d. **Prescription medication.** It is very important when carrying some prescription medicines into the U.S. that you have a written copy of the prescription for each type of controlled drug you carry into the country. Medicines available to you without a prescription may be controlled by U.S. law, and subject to confiscation in the U.S. These include, but are not limited to bottles of pills for blood pressure medications, pain pills, sleep aids, diet pills, antibiotics and anti-malarial medications.

e. **SAO Responsibilities.** Your SAO will provide a list of items that cannot enter the U.S., or that you must import in limited quantities, written in both your language and English.

6. Arrival and Reporting.

a. In order to guarantee that you arrive in a timely manner, there is a report date listed on your ITO with each line of training. Pay attention to the “Special Conditions and Remarks” portion of the ITO. It may direct that you arrive early, especially to the first training installation. Reporting earlier than the date specified may cause administrative or housing problems, while a late report may prevent your entry into training. Even if you have a military liaison stationed at Fort Bliss, Texas, you must report to the IMSO first, not the liaison officer.

b. **Class 55 Dates.** The following dates will assist the SAO and you in preparing for travel to and arrival at USASMA:

| <i>International Precourse (IPC)</i> | <i>Status</i> | <i>Sergeants Major Course (SMC)</i> |
|--|---------------|---|
| 23 June 2004 | Report Dates | N/A |
| 24 Jun – 11 Jul 2004 | Inprocessing | N/A |
| 12 July 2004 | Start | 9 August 2004 |
| 6 August 2004 | Graduation | 26 May 2005 |

c. **Reporting.** You will need to report at least two weeks before the start of the International Precourse (IPC), especially if you are bringing authorized dependents. We prefer that you arrive during duty hours (0700 to 1700) on weekdays, Monday through Friday. However, with proper notification from your SAO or yourself, we can accommodate any arrival time outside normal duty hours.

d. **Inprocessing.** It is important that you have plenty of time to complete all inprocessing requirements before the start of the IPC. Your inprocessing requirements include but are not limited to applying for a temporary social security number; obtaining a military identification card; completing a medical examination; hunting for and selecting housing; connecting utilities such as electricity, gas, water, telephone, and television cable; buying or renting furniture; procuring medical insurance for your dependents; immunizing and registering your dependent children in schools; locating and purchasing or renting an automobile; studying for and taking a driver’s license examination; obtaining vehicle and safety inspections and insurance; licensing your vehicle; and registering your vehicle on Fort Bliss, Texas.

e. **Arriving by Automobile.** If you arrive by automobile, you need to report to either the IMSO during duty hours (0700 to 1700) or the Staff Duty Officer (SDO) after duty hours in building 11291 of the U.S. Army Sergeants Major Academy, 11291 Sergeant E. Churchill Street, located on Biggs Army Air Field, Fort Bliss, Texas.

f. **Arriving by Air.** An IMSO representative or sponsor will meet you at the El Paso International Airport. If your flight changes enroute to El Paso, Texas, **please call and notify either the IMSO at (915) 568-9055 or (915) 568-8763 or the Staff Duty Officer (SDO) at (915) 568-8081.** This will enable us to meet you and your authorized dependents at your new arrival time. Please keep these two very important telephone numbers with your passport and ITO so you can get to them when you need them.

7. **Clothing.** The weather conditions in El Paso, Texas, a southern city in the US, can experience extreme changes. Our temperatures reach a high of 100+ degrees Fahrenheit (F) or 38 degrees Celsius (C) in the summer and a low of 15 degrees F or -10 degrees C in the winter with an average high temperature of 76.8 degrees F or 25 degrees C and an average low temperature of 50.6 degrees F or 10 degrees C. We encourage you to bring adequate clothing. You may purchase clothing at the military clothing sales or post-exchange (PX) stores located on Fort Bliss, Texas. However, you may not wear U.S. military insignia, unless properly awarded. You should bring:

a. Four complete summer or equivalent utility uniforms, and two complete winter uniforms, including appropriate footwear. The U.S. Army wears the Battle Dress Uniform (BDU) during training or duty hours (0600 to 1700). You will conduct training in your military uniform that is similar to that of our duty uniform, unless you are required to wear civilian clothing.

b. Intermediate dress uniform (known in the U.S. military as Class B uniform) with both short and long sleeve (if available), including appropriate footwear. You will wear this uniform once a month during promotion and award ceremonies.

c. Class A or formal dress uniform with tie or bowtie (if it is part of your uniform) or other appropriate dress uniform and appropriate footwear. You will wear this uniform when attending mandatory formal military functions such as the dining-in and graduation ball.

d. All authorized awards and decorations.

e. You may wear your country's prescribed physical fitness uniform. The U.S. Army Improved Physical Fitness Uniform (IPFU) worn during physical training is the Army black and gray uniform comprised of shorts, T-shirt, long sleeve shirt, sweat pants, sweat shirt, black gloves and a black stocking cap, dependent upon the weather. We recommend you bring at least two physical fitness uniforms and one or two pairs of running shoes. If you have questions about your foot type and the proper type of running shoe, do not purchase new running shoes until an assessment and recommendation has been made for you at USASMA. Again, we have cold weather, so ensure you bring appropriate cold-weather physical fitness uniforms to include gloves and stocking caps.

If your country does not have a prescribed physical fitness uniform, you may purchase the IPFU at the military clothing and sales store on Fort Bliss, Texas. The approximate price for one set of IPFU's is \$170.00. To purchase the IPFU, you must have a memorandum from your commander requesting the purchase of the IPFU. The memorandum should also include your name, rank and service number. All requests for uniform purchase are subject to approval by the Commandant. The memorandum should be addressed to:

Commandant
U.S. Army Sergeants Major Academy
Building 11291
Fort Bliss, Texas 79918-8002

- f. A military and civilian raincoat.
- g. A military and civilian winter topcoat or jacket.
- h. At least one pair of cold weather gloves.
- i. Civilian clothing of your choice. However, you must bring some dress clothes and appropriate footwear for special events to include a sports jacket. You must also bring a suit.
- j. Underclothes. You will also need to bring underwear, socks, caps, or other headgear, and any clothing or uniform items that you may not be able to obtain easily in the U.S. This is particularly important with regard to any and all military clothing items, awards, and decorations.

8. Money. U.S. money is based on a system of 100. The smallest unit of money is a penny (1 cent) or 1/100th (cent) of a dollar. The nickel (5 cents) is 5/100th of a dollar. The dime (10 cents) is 10/100th of a dollar. This is followed by the quarter, which is 25 cents. Not frequently used are half dollars, which are 50 cents. Larger denominations of U.S. money are in the form of paper bills. These come in 1, 2, 5, 10, 20, 50 and 100 dollar denominations. There are two variations of each bill, and both are still valid currencies. The SAO will tell you the current exchange rate between your currency and the U.S. dollar.

9. Finances.

a. While you are traveling, it is not a good idea to carry large amounts of "cash". Traveler's checks are the best alternative and may be refunded if lost or stolen. Keep a separate list of the traveler's check serial numbers in the event they must be replaced. Any of the three banks on Fort Bliss can convert traveler's checks to cash. Since the international banking system requires that all certified or cashier's checks clear the bank (which can take up to 15 days) we do not recommend using certified or cashier's checks.

b. Bring sufficient money to cover your expenses during the first 30 days. A student arriving with two or three authorized dependents should have enough funds to meet initial expenses for lodging and food. Please consider bringing the balance of funds needed to set up your household and transportation requirements in Traveler's Checks. You will need enough money for transportation, the initial month of rent for a home or apartment, rental furniture, vehicle cost, household items, and various security deposits for rent, utilities, and other services, if necessary. Depending on you and your dependents' needs, this total can reach \$4,000 to \$7,000 in traveler's checks.

c. In order to avoid cash transactions, we strongly encourage and will assist you in establishing a checking account locally. There are three banks on Fort Bliss, Texas for you to choose from. Most people in the U.S. use their checking accounts to pay bills by either postal or electronic mail. Students drawing a living allowance through the IMET Funding Program are required to open a bank account, as all payments are paid electronically.

10. Taxes/Tax Free.

a. When you shop off post, you will pay taxes on most purchases. The price of the items on the shelf does not include the tax, which is currently 8.25 percent in El Paso, Texas.

b. Using military facilities provides you with tax-free merchandise. While you will pay a surcharge when using the military commissary, this surcharge is not a tax. This tax-free exemption is a privilege reserved for military personnel and their dependents. These purchases are for personal use or consumption only. There are penalties associated with the unauthorized transfer of tax-free goods to others, especially alcohol and tobacco.

11. Vouchers.

a. Ask for and obtain a certificate of non-availability every time the USG does not provide either quarters or dining facilities. Keep all of your receipts and copies of bills for use in filing travel vouchers and living allowance claims. These receipts should include all methods of travel or transportation used.

b. Retain copies of all travel vouchers. These are used to make payments against your orders. If you travel on any tours organized by the USG, separate orders will not be issued. The resulting travel voucher or living allowance voucher will be filed against the funding on your ITO. You must keep a copy of your most recent vouchers when leaving one duty station to provide to the finance officer at your next duty station. Your last duty station may not be able to furnish this information to you if it is misplaced. Failure to provide vouchers may result in an interruption of your living allowance. Your government may require you to present a copy of all vouchers from your entire stay in the U.S. upon your return to your country.

12. Billeting and Housing.

a. Authorized dependents listed on your ITO may accompany you; however, all costs associated with family travel and living allowances in the U.S. will be at either your or your country's expense. After the SAO or you notify the IMSO of your flight information, we will immediately reserve temporary guest lodging for you and your authorized dependents for at least 7 days at either the Fort Bliss Inn, until either USG housing becomes available or you secure housing off the military installation on your own. A family of four (two adults and two children) staying at the Fort Bliss Inn will cost approximately \$48.00 per day. A single adult staying in Bachelor Enlisted Quarters (BEQ) will cost a daily rate of approximately \$29.00.

b. If guest lodging is not available on Fort Bliss, the IMSO will reserve temporary lodging off post. The daily rate for comparable accommodations off post will be approximately \$60.00 to \$100.00 per day for a family of four or \$60.00 for a single adult. Therefore, it is very important that you or the SAO contact the IMSO as soon as possible, so we can confirm a reservation for you in billeting.

c. Accompanied IMS. Upon your arrival to El Paso, an IMSO representative or sponsor will assist you and your family in locating permanent housing to live in during your 10 month's stay at USASMA. Most students living off post live in apartments within 5 to 15 minutes of Biggs Army Air Field and Fort Bliss. While there are a few furnished apartments located off post, most apartments, like military housing, are unfurnished. Therefore, you will have to rent furniture either from a civilian or military furniture rental store. Rental furniture will cost approximately \$75.00 to \$400.00 depending on your needs, living style, and desires. Most apartments will come equipped with a stove or range, refrigerator, and a dishwasher. Rent for a two-bedroom apartment varies from \$400.00 to \$700.00, and \$600.00 to \$800.00 for a three-bedroom apartment or home. In most cases, after selecting an apartment or home, you will have to pay the first and possibly the last month's rent as a deposit before moving in. Whichever housing you choose, you must not contract for it without first clearing the contract with the IMSO.

d. Unaccompanied IMS. If you report to USASMA as a single student or initially arrive without your authorized dependents, you will reside in the BEQ located just across the street from USASMA on Biggs Army Air Field. Your furnished room will consist of a private bathroom, double size bed, triple dresser, small microwave, small refrigerator, cable television, and a telephone. There are no cooking facilities in either the BEQ room or building. There are clothes washers and dryers on one of the three floors within the building for your use. Daily maid service is included in the \$29.00 daily rate (approximately) that you will pay to the Fort Bliss Inn or that we will take directly from your U.S. State Department sponsored living allowance.

e. Unaccompanied students can be authorized to move off post. However, all IMS must procure reliable transportation before the IMSO can grant any student the authorization to live off post.

13. Utilities. If you live in BEQ, you will not pay for any utilities. If you live in USG housing, you will pay for your cable television, telephone, and internet services if you desire these services.

a. **Electricity, Gas, and Water.** You may have to contact the local utility company and set up a date to have your electricity turned on after paying your initial security deposit. However, some property managers will either turn on or arrange to have your utilities turned on for you. In most cases, you do not have to be at your apartment to have these utilities turned on. The average monthly utility costs are \$25.00 to \$80.00 for electricity; \$10.00 to \$30.00 for gas; and \$25.00 to \$45.00 for water.

b. **Cable Television.** You will have to contact the local cable company to set up a time and date for a technician to come to your home or apartment to connect your television or digital cable service. You will need to be present during this installation. Depending on what you like to watch for sports and entertainment, your cable bill can be as low as \$8.00 or as high as \$100.00 or more each month. Satellite dish service is also available at a slightly higher cost. We also recommend you look into installing a cable connection to your computer for much faster Internet connections.

c. **Telephone.** You will have to contact a local telephone company of your choice to set up a time and date for a technician to come to your home or apartment to connect your telephone. In most cases, you will not need to be present during this installation procedure. You will need to review several long distance plans to select the best long distance carrier for you and your family here or back home in your own country.

d. **Internet.** Internet service is available through a variety of options ranging from dialup to broadband service (high speed cable). The price range varies from approximately \$10.00 for dialup to \$45.00 for broadband.

14. Dining Facilities. While there are no dining facilities on Biggs Army Air Field, we have a small snack bar at USASMA that prepares several hot breakfast combinations and various hot and cold sandwiches during lunch. There are a couple of dining facilities located on Fort Bliss that charge \$1.60 for breakfast and \$3.20 each for lunch and dinner. The Centennial Noncommissioned Officer (NCO) Club near USASMA on Biggs Army Air Field offers only lunch at a price of \$5.00 to \$8.00. There is also a dining facility at the William Beaumont Army Medical Center (WBAMC) where they charge by the item.

15. Transportation. Other than during the initial stages of your inprocessing, we at USASMA do not provide transportation to and from Fort Bliss. There is no public transportation at USASMA or on Biggs Army Air Field. There is also very limited public transportation in El Paso, Texas.

16. Vehicle.

a. There are many requirements associated with owning and operating a vehicle in the U.S. If you are accompanied by authorized dependents, you will need to purchase or rent an automobile while training at USASMA. You can purchase a used automobile for approximately \$2,000.00 to \$5,000.00 depending on you and your family's needs and tastes. You must have a driver's license to operate the vehicle and the vehicle must be insured and registered as noted below.

b. **Country & International Driver's License.** Prior to arrival in the U.S., you should obtain a country and international driver's license for the type of vehicle you anticipate driving in the U.S. These licenses will allow you to rent a vehicle. Most insurance companies will accept an international driver's license, but prefer a U.S. state-issued license. Therefore, you will need to take and pass any one of the 50 State's driver's license to operate a vehicle in the State of Texas. Once you have taken and passed a State's driver's license, you will need to properly register and insure any vehicle you purchase for you and or your dependent's personal use.

c. **State of Texas Driver's License.** Most insurance companies require a State of Texas driver's license before issuing vehicle insurance. A State of Texas driver's license examination costs \$24.00. It consists of three parts: a written examination, an eye or vision test, and a driving test. Once you pass the examination, your license is valid for 4 years. The other states will honor or allow you to operate a vehicle with a license issued by one of the other states in the U.S.

d. **Insurance.** Insurance for vehicles is expensive. It is illegal to operate a vehicle without insurance on Fort Bliss or in the State of Texas. You must purchase property damage and liability insurance in all states. The State of Texas requires automobile liability insurance in minimum amounts of \$20,000/ \$40,000 public liability and \$15,000 property damage. Your insurance will cost you approximately \$60.00 to \$100.00 per month. You will be able to obtain insurance from a number of local insurance companies in the El Paso area. If you finance a vehicle on a loan, your lender may require you to purchase additional insurance. All costs listed above are approximate and subject to change.

e. All cost and amounts listed in 7e through 16d are approximate and subject to change.

f. **Inspections and Registration.** You must have a driver's license, proof of insurance, and a state safety inspection before you can register and license a vehicle in the State of Texas and on Fort Bliss. Once you show proof that you have these documents, you will receive a State of Texas license plate. You will then register your vehicle on Fort Bliss, Texas, at the vehicle registration office who will give you military installation stickers that you will place on your vehicle windshield. These military installation stickers will then allow for easier access onto a military installation.

f. **Motorcycles.** If you choose to operate a motorcycle while attending training at Fort Bliss, Texas, you will have to follow additional requirements for training and safety equipment mandated by both the military installation and state licensing authorities.

17. Dependents. If you are authorized dependents, your ITO will say so in the "Conditions" block, under "Dependents". Civilian housing is usually expensive for short-term lease or rental property. Non-government housing may have difficulties and expenses associated with it that are not found with government housing. These may include utility deposits and other expenses for services that your government does not normally charge you for, such as electricity, gas, telephone, television, or water and waste removal services. Additionally, your training schedule, including reporting and travel dates will not be modified to accommodate special requirements of your dependents.

18. Civilian Employment. In accordance with the Joint Security Assistance Training (JSAT) Regulation any employment by either you or your dependents is strictly prohibited. A N2/A2 visa does not permit you to seek employment while you are in the Security Assistance Training Program. You are not authorized off-duty employment, as it will interfere with your duties.

19. Medical.

a. William Beaumont Army Medical Center (WBAMC) offers a full range of medical services. Authorized dependents may seek medical treatment on a space available basis. Students needing medical treatment will use the Health Promotion Office located at USASMA before being referred to the Consolidated Troop Medical Clinic during duty hours while at Fort Bliss. You may seek medical attention at WBAMC for scheduled medical appointments, after duty hours, and for emergencies.

b. Medical care in the U.S. is very expensive. If you are going to remain in the U.S. for more than 2 months, we strongly encouraged you to purchase medical insurance for you and your authorized dependents. There are three types of medical funding provided for you and your authorized dependents. Due to the fact that you are a student on a temporary visa and do not plan to reside in the U.S., you and your authorized dependents are not eligible for any federal or state funded medical care. In the event that you require medical care, you will need to find the medical funding authorization

information on your ITO and furnish it to the medical care facility when you report for medical attention. The ITO will show your medical funding authorization under “Conditions/ Medical Services”.

c. Cardiovascular Screening Program. AR 12-15, *Joint Security Assistance Training (JSAT) 5 June 2000*, requires that the IMS has received a thorough physical examination (PE) within the 3 preceding months prior to inprocessing. This PE must include fasting blood sugar, fasting lipid profile, EKG, smoking history, pulse rate and blood pressure. If this information is not in the English language, or reported in the United States units of measurement, then the student **must**, during the International Precourse, have the laboratory tests and measurements completed here at the Fort Bliss Medical Treatment Facility. The student must bring this documentation to the HPO to be cleared prior to engaging formal, organized physical activity at USASMA and must be cleared through the HPO prior to participating in the APFT.

20. Mail or Postal Services.

a. The U.S. mailing system is relatively efficient. It is faster to send key documents electronically or by facsimile. International mail and deliveries are subject to customs regulations, and require addresses in English. Non-government services such as Federal Express and United Parcel Service allow you to track packages from their origin to their destination. These two services will also allow you to ship excess items home after you conclude your training.

b. Students living either on or off post will be able to use a mailbox at USASMA where you can send and receive mail. If you want a mailbox before leaving your country, please contact the IMSO who will obtain one for you. You can use the following address before your arrival at USASMA:

YOUR RANK and NAME
SMC Class #55
United States Army Sergeants Major Academy
BLDG 11291
Fort Bliss, TX 79918-8002

21. Standards of Conduct. You are here as a representative of your country. Your actions, both on and off duty, affect your country. Naturally, you will want your actions to bring credit to you and your country. Standards that apply to your International and American counterparts in training will also apply to you. These may include off-limits establishments where the local military commander has directed that soldiers do not use or enter certain facilities. Local travel limitations, policies on financial responsibility, military courtesy, and duty hours will also apply to you. Rules will also pertain to professional appearance and grooming. Acts that bring discredit upon you, or your country, may cause your withdrawal from training and an early return to your country.

22. Military Courtesy and Status.

a. As a representative to the U.S., you will want to observe all common military courtesies. Please familiarize yourself with the U.S. rank structures. It is common for members of all services to be on virtually every training installation, so this knowledge may be quite useful. Identify your rank equivalent and salute officers. You will be treated in the same manner as your rank equivalent in U.S. services, with the same privileges and responsibilities. The U.S. military is subject to the Uniform Code of Military Justice (UCMJ or military law) as well as civilian authority. While in the U.S., you will be subject to the military rules of your country, along with U.S. local, state, and federal civil and criminal laws.

b. You and your authorized dependents will be issued a military identification card. A further military benefit is membership in various clubs and athletic facilities associated with training installations. Membership may be free or at a small monthly cost. Membership in these clubs allows you to meet and interact with all kinds of people, besides those you train with.

23. Student/Instructor Relationship. One relationship that falls outside the bounds of normal military courtesy is your relationship to classroom instructors. At USASMA, we have both military and civilian instructors (who are retired Sergeants Major) who are both male and female. Regardless of their military/civilian status, rank, or sex, they are in charge of their class, even if teaching more senior enlisted members. You should address them as Sergeant Major, Mister, or Miss (Name). Since all students attending the Sergeants Major Course are considered to be at the same level, rank immaterial, you will address other students by their first name only. It is very important that you understand this policy before attending this course. While this special form of military etiquette is sometimes hard to accept, every student will adhere to this policy. Because of this, breaches of military etiquette or disregard for an instructor will be reported to your IMSO.

24. Cultural Differences.

a. U.S. culture is different from many nations in the world as it places most achievements and responsibilities on individuals, not groups. This makes some of the things Americans do seem strange. Most religions are represented in major areas of the U.S. The U.S. is largely Christian. Your IMSO will be able to tell you where the nearest house of worship for your religion is located. Unfortunately, your training schedule does not always allow for religious observations, such as prayer times, or days off. With the large number of international military students in U.S. training programs, it is not feasible to accommodate all religions.

b. If you are going to use the military dining facilities on Fort Bliss or at WBAMC, it is acceptable to request meals that comply with dietary prohibitions. However, you must use the dining facility that offers this service to you. We will not be able to authorize an increase in your living allowance if we are unable to meet your dietary concerns.

c. Americans tend to value independent decision-making more than group consensus. This means that decisions are sometimes made without consulting all personnel affected by a decision. In the interest of making a decision quickly, sometimes the majority of the people involved in a decision agree to make a decision and do not necessarily include all people in the minority. Everyone still follows the decision on a concept of "majority rule".

d. This is the basis for the U.S. political system, which is a constitutional, republican, representative democracy. This may be difficult for people from community-based cultures to accept initially. Military decision-making is even less democratic, with officers in charge frequently making decisions for the good of their entire commands.

25. International Precourse (IPC). After spending approximately 2 weeks inprocessing, you will attend a 4 week IPC that will prepare you for the 9 month SMC. The IPC includes introductions, a tour of the facilities, explanation of the command structure and organization, a synopsis of what to expect during the SMC, classes in U.S. Army writing, briefing techniques, military doctrine and operations, U.S. culture, history, and local and federal government, just to list a few.

26. Informational Program. Part of your study in the U.S. will include participating in the Department of Defense Informational Program. The purpose of this program is to provide you with a balanced understanding of the U.S. that includes our institutions and culture. This program will be done in conjunction with your academic studies from the IPC through the SMC. It will include lectures, round table discussions, guest speakers on different subjects, as well as trips to a variety of locations, all designed to expose you to the various facets of the U.S. political, economic, social, military, and cultural ways of life. This will also include an assignment of a military sponsor and possibly a civilian host family who will help you adjust to our country and provide opportunities for you to become acquainted with our society. The USASMA IMSO will coordinate this program. Your participation in this program may also be included in your final academic report.

27. Training Policies.

a. **Attendance.** You will attend class on a daily basis as reflected on the training schedule. You are considered unexcused if your SGL does not previously excuse you. You must keep your SGL informed of all of your absences. Reasons for excused absences include an authorized military obligation, sick call, or a valid emergency.

b. Physical Fitness Training Requirement. You are required to participate in the physical fitness training program as part of the SMC program of instruction. While you are highly encouraged to take and pass the U.S. Army Physical Fitness Test (APFT), passing the APFT is not one of your graduation requirements. Currently USASMA conducts physical fitness training three times a week, on Mondays, Wednesdays, and Fridays. Some international military students experience difficulty doing “push-ups”. A goal for most age groups should be 42 to 72 push-ups in 2 minutes. You should also be able to run 2 miles nonstop. We strongly recommend that you begin your program early to best prepare yourself. Again, you must be cleared through the USASMA Health Promotions Office prior to participation in fitness training and prior to performing the APFT.

c. Country Briefing. In addition to the SMC requirements, you must prepare and present a 40-50 minute country briefing to the SMC student body. While some of you will be required to present your country briefing as early as September, everyone must complete the preparation of their country briefing by the first day in November. After the first of November, the IMS may be given 7 days notice to present their briefing in place of a guest speaker who cancels. The briefing includes, but is not limited to, your country’s history, people, political system, culture, customs, tradition, music, recreation, entertainment, and military status. You should bring or mail in advance materials that could assist with your presentation. These materials can be videos, tapes of music, clothing, costumes, national flag, or anything else you would like to share about your country. We strongly encourage you to bring a CD of photos from your country to include in the briefing.

d. Religious and National Holidays. You are authorized to observe two religious or national holidays as specified by your country. However, you are solely responsible for all classes and assignments missed.

e. Medical and Physical Examination. You will report to Fort Bliss, Texas, with a complete medical examination in English. Additionally, if you are over 40 years of age, you must have a copy of a current EKG and a fasting lipid profile. A lipid profile is a measurement of high fat content in the blood system such as cholesterol and triglycerides that are major causes of heart disease. If you report with no medical or physical examination, you will have to complete them during your inprocessing.

f. English Comprehension Level (ECL). Some of you will be required to pass an ECL in your own country before reporting to the U.S. However, some of you, along with others are still required take an ECL within 72 hours after reporting to Fort Bliss, Texas. There are no waivers for this requirement.

g. **Graduation Requirements.** You will receive a USASMA graduation diploma only after you have met the established training standards. You must score a minimum of 70% on all examinations. Other determining factors include aptitude, application, practical effort, and demonstrated understanding of the course material covered.

INTERNATIONAL STUDENT CHECKLIST

| | |
|---|---|
| Complete the following prior to arriving at USASMA: | |
| | <ul style="list-style-type: none"> • Attain an English Comprehension Level of 80%. |
| | <ul style="list-style-type: none"> • Start a vigorous physical fitness training program after getting medical approval to begin. |
| Complete and mail the following required forms to the USASMA IMSO as soon as possible: | |
| | <ul style="list-style-type: none"> • DD Form 1396-1 (Student Biography). |
| | <ul style="list-style-type: none"> • Photo of you and your authorized dependents. |
| | <ul style="list-style-type: none"> • Flight information (Airlines names, flight numbers, times and dates). |
| Obtain and bring the following with you to USASMA: | |
| | <ul style="list-style-type: none"> • Sufficient funds for travel and the first 30 days of initial expenses. |
| | <ul style="list-style-type: none"> • Visa and passport for you and your authorized dependents. |
| | <ul style="list-style-type: none"> • Country and international driver's license. |
| | <ul style="list-style-type: none"> • Telephone numbers and addresses of family or friends to contact in case of an emergency while you are at USASMA. |
| | <ul style="list-style-type: none"> • A complete medical and physical examination. |
| | <ul style="list-style-type: none"> • Your International Immunization Certificate. |
| | <ul style="list-style-type: none"> • Your authorized dependents' International Immunization Certificates. |
| | <ul style="list-style-type: none"> • Your authorized (children) dependents' school records. |
| | <ul style="list-style-type: none"> • Physical fitness training, duty, informal and formal dress uniforms. |
| | <ul style="list-style-type: none"> • Civilian informal (casual) and dress clothing to include sports jacket and suit with tie and appropriate footwear. |
| | <ul style="list-style-type: none"> • Country briefing materials to include costumes, videos, music, or anything else that would assist you with your country briefing. |
| | <ul style="list-style-type: none"> • Memorandum to request purchase of IPFU (if applicable). |

PRE-ARRIVAL CHECKLIST

| | |
|--|--|
| | Mailed a copy of DA Form 2-1, AARTS transcript, or ERB to USASMA Education Office no later than 1 July 2004. |
| | Obtained copies of all college transcripts. |
| | Meet height and weight standards (AR 600-9). |
| | Mailed the following documents to the HPO NLT 7 June 2004 . <ul style="list-style-type: none"> • One copy of a current physical exam, within the past 5 years (SF 88 or SF 93, DD 2808, and DD 2807-1). • An EKG (see para __ in the pre-arrival requirements section). • Results from your current physical as stated in para 3c in the pre-arrival requirements section). |
| | Notified HPO about medical conditions (if applicable). |
| | Hand carries to USASMA (if applicable): x-rays, MRIs, CT scans, medical records, dental records. |
| | Completed Tricare Prime enrollment for TriWest Region no sooner than 3 days prior to your final out from your unit. |
| | Faxed Reenlistment/Extension documentation. |
| | Faxed a Signed Service Statement. |
| | Reviewed PQR packet. Completed and signed PQR packet. |
| | Lateral appointment of rank (if required). |
| | Hand carried service records: personnel file, finance, education (see Chapter 1). |
| | Hand carried Family Member Records: medical and dental records. |
| | Hand carried DA Form 31 (All Active Duty, ARNG Title 10, ARNG Title 32, USAR AGR) |
| | Arranged to have Leave and Earnings Statement (LES) mailed to USASMA. (Not required for active duty personnel.) |
| | Arranged to have mail forwarded. |
| | For Security Clearance: <ul style="list-style-type: none"> • Hand carried DA Form 873, Certificate of Clearance issued by the Central Clearance Facility. • Hand carried SF 312, Classified Information Nondisclosure Statement. • Hand carried copy of the Electronic Personnel Security Questionnaire (EPSQ) (if update has already been submitted). • Hand carried copy of the Defense Security Service receipt or Office of Personnel Management (OPM) receipt (if update has already been submitted). |

| | |
|--|---|
| | <p>Uniforms with current rank insignia. All clothing bag items are required.</p> <ul style="list-style-type: none"> • Class A and B. • Formal Dress Uniform with accessories. • Improved Physical Fitness Uniform (IPFU). • Minimum of four sets of the Battle Dress Uniform (BDU). • Field Jacket. • Uniform accessories (i.e., medals, badges, name tags, etc). • Gortex Jacket (optional). |
| | Appropriate civilian clothes. |
| | <p>Application for Assignment to Housing.</p> <ul style="list-style-type: none"> • E-mailed DD Form 1746 (NOV 90). • Faxed DD Form 1746 (NOV 90). |
| | Stopped Special Duty Assignment Pay. |
| | Terminated Government Credit Card. |
| | <p>Local Schools. OCONUS only. Obtained one of the following items:</p> <ul style="list-style-type: none"> • TB skin test. • Results from a chest x-ray. • A written physician's statement that the student is free of any signs/symptoms of TB. |
| | <p>School registration.</p> <ul style="list-style-type: none"> • Birth certificate, baptismal certificate, or individual passport. • Health and immunization record. • Proof of residency (quarters assignment). • Report card from school last attended. • Social Security card. • Physical Examination. |
| | Registered Vehicle |
| | Completed EFMP Screening |
| | Updated DEERS enrollment information. |
| | Completed Family Care Plan (if required). |
| | Estimated Cost. |
| | Made guest housing reservations. |

THE CREED OF THE NONCOMMISSIONED OFFICER

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind--accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, Leaders!

THE ARMY SONG

***FIRST TO FIGHT FOR THE RIGHT
AND TO BUILD THE NATION'S MIGHT
AND THE ARMY GOES ROLLING ALONG***

***PROUD OF ALL WE HAVE DONE
FIGHTING TILL THE BATTLE'S WON
AND THE ARMY GOES ROLLING ALONG***

***THEN IT'S HI! HI! HEY!
THE ARMY'S ON ITS WAY
COUNT OFF THE CADENCE LOUD AND STRONG***

***FOR WHERE'ER WE GO
YOU WILL ALWAYS KNOW
THAT THE ARMY GOES ROLLING ALONG***